

FINANCIAL TIMES



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A tale of two kings

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World Business Newspaper

THURSDAY JANUARY 11 1996

Syria committed to reaching peace deal with Israel



Syria said yesterday that it was ready for "continuous negotiations" with Israel, signalling a stronger commitment to achieving peace with its neighbour. The announcement came as US secretary of state Warren Christopher started a shuttle mission between Jerusalem and Damascus. Meanwhile King Hussein (above, left) was warmly greeted by Israeli prime minister Shimon Peres when the Jordanian ruler arrived for his first public visit to Tel Aviv - a visit that suggests the type of relations Israel would like to see with Damascus. Page 10

Robert Greenhill, legendary Wall Street dealmaker, is quitting as chief of stockbroker Smith Barney only two and a half years into a seven-year contract. Page 11

Yeltsin signs new spy laws Russian president Boris Yeltsin appointed a new foreign intelligence chief and signed a law on how the country's spies should work. Col-Gen Vyacheslav Trubnikov is to replace new foreign minister Yevgeny Primakov as head of Russia's Foreign Intelligence Service. Page 2

Dun & Bradstreet, US financial information and market research group, is to split itself into three quoted companies. The demerger involves D&B's two biggest acquisitions of the past 12 years: market research company A C Nielsen, and IMS International, which supplies market research to the drug industry. Page 11; Lex, Page 10

Socialist set to be finance chief Wataru Kubo, secretary general of Japan's Social Democratic party, is set to become the country's next finance minister after Ryutaro Hashimoto, due to be chosen as premier, failed to persuade colleagues from his Liberal Democratic party to take the job. Page 4

EU to tax barley exports The European Union is imposing an export tax on barley because of concerns about the amount of the grain being sent from Europe onto the world market. The move followed an EU wheat import tax imposed six weeks ago. Page 10; Commodities, Page 17

Kingfisher shares fall UK high street stores group Kingfisher is taking a 20 per cent stake in family-owned French furniture and electrical goods retailer BUT. Fears the price might be too high drove Kingfisher shares down 18p to 64p in London. Page 15

Gold price rallies The price of gold topped \$400 an ounce on the London bullion market for the first time since August 1983. It has risen by almost \$15 an ounce since the start of 1996, driven by speculative buying. Page 17

Siack Trucks, US heavy vehicle maker owned by Renault of France, is negotiating to build assembly plants in Mexico and Brazil as a cushion against the volatile domestic truck market. Page 11

Bayer to appeal German chemicals and drugs group Bayer is appealing against a £50m (\$83m) fine imposed for a breach of EU restrictive practices law. The case involved Bayer's refusal to supply a heart drug to French and Spanish wholesalers who wanted to re-export it to the UK. Page 2

Irish cabinet splits Irish social welfare minister Prionsias de Rosca attacked proposals by his employment ministry counterpart to cut unemployment benefit for school leavers. Page 3

Disident denounced Mohammed al Masaari, the Saudi dissident facing deportation from Britain, was denounced by Sir Nicholas Bonsor, foreign affairs minister, as a fundamentalist who had abused British hospitality to undermine a friendly government. Page 6

Millionaire balloonist enters US soybean millionaire Steve Fossett abandoned his attempt to make the first round the world balloon flight and touched down safely in New Brunswick, Canada.

Slower delivery Cashpoint machines in Finland, speeded up to cut queues, are to be slowed down again. In some instances the dispensers reclaimed customers' cash before they could grab it.

STOCK MARKET INDICES		GOLD	
New York S&P 500	5,062.50	New York Gold	398.9
NASDAQ Composite	929.27	London Gold	394.2
Europe and Far East			
CAC 40	1,010.11		
FTSE 100	2,328.19		
Nikkei	2,071.5		
	20,012.22		
US LUNCHTIME RATES		DOLLAR	
Federal Funds	5.5%	New York Lending	5.00%
3-month Treasury Bill	5.18%	DM	4.25%
Long Bond	10.2%	FF	4.5%
Yield	4.14%	SF	1.10%
		Y	100.25%
OTHER RATES		STERLING	
UK 3-month Interbank	5.1%	London	1.45%
UK 10 yr Govt	10.2%	DM	1.42%
France 10 yr Govt	10.4%	FF	4.5%
Germany 10 yr Govt	10.2%	SF	1.10%
Japan 10 yr Govt	11.1%	Y	100.25%
NORTH SEA OIL (Argus)			
Brent 15-day (Feb)	518.40	DM	3.22%
	(18.70)	Today close	Y 104.4

Eurotunnel in £8bn debt move

By Geoff Dyer in Calais and William Lewis in London

UK and France asked to co-operate over bond issue

Eurotunnel, the crisis-ridden operator of the Channel Tunnel, has asked the French and UK governments to guarantee a substantial bond issue to help refinance its £8bn debt.

If successful, the bond issue would enable the Anglo-French company to break free from its long-running financial difficulties. However, analysts believed it highly unlikely that the two governments would approve the plan.

Mr Patrick Ponsolle, the company's co-chairman, said yesterday that both governments had so far refused to co-operate, but Eurotunnel was hoping the French government would support the scheme.

Mr Ponsolle said he believes it

is more sympathetic than the UK government because if Eurotunnel failed to resolve its debt problems "there would be a financial crisis in France".

Mr Ponsolle admitted the UK government would be less likely to help, but said a future Labour government might be more favourable. He refused to give details of the size of the bond issue, but analysts speculated that it could be used to "take out all of the banks' existing debt".

UK government officials stressed last night that it would reject Eurotunnel's plan.

Eurotunnel, which was plagued with construction delays and costs well above forecasts, argued

that its financial crisis has been in part caused by "breaches of undertaking" by the two governments.

In September, Eurotunnel announced that it had suspended interest payments on its £8bn of debt and was negotiating with its banks to restructure finances.

Eurotunnel had hoped to give shareholders full details of restructuring plans at the end of this month, but this seems unlikely. Eurotunnel's four agent banks have to report to the rest of the 225 strong banking syndicate by March 17.

Mr Ponsolle said that swapping the company's rolled up interest payments, which are accumulating at \$80m a month, into equity

was being seriously discussed.

According to Mr Ponsolle the company would have sufficient revenues in between six to 10 years to pay its interest bill. The planned bond issue would involve a "zero coupon" structure, in which there would be low or no interest payments for about 10 years. After that much larger interest payments would begin.

Mr Ponsolle said the company had requested guarantees because, "in the present circumstances it would be obviously impossible for us to issue bonds".

Mr Richard Hannah, analyst at UBS, said the bond issue plan was "as close to a government subsidy as you can get".

Under the Channel Tunnel Acts in both countries, government financial support is prohibited. But Mr Hannah said that the French government had been "more liberal in its interpretation of it".

Mr Ponsolle said the two governments could ease some of the pressure by extending the 37-year concession to operate the tunnel. P&O and Stena, the two main ferry companies, refused to comment on Eurotunnel's bond issue plans, but one executive said that "we would waste no time complaining to both governments and the EU".

Eurostar, Page 6
Lex, Page 10

UK urges Nigeria to free FT journalist

By Quentin Peel, Foreign Editor

The British government called yesterday for the prompt release of Mr Paul Adams, the Financial Times correspondent in Nigeria, who has been detained by the country's state security service since last Thursday.

The Nigerian acting high commissioner in London was summoned to the Foreign Office to be told of the government's concern.

Mr Jeremy Hanley, minister of state at the Foreign Office, told the British parliament that the government was "pushing for an early release" for Mr Adams, 38, who is being held in Port Harcourt, in eastern Nigeria.

Mr Hanley, who was responding to a question by Mr Tom King, the former Conservative defence secretary, said that Mr Adams was "apparently being well looked after but, of course, he should be released".

For the third successive day, senior Nigerian security officials in Lagos and Port Harcourt repeated assurances that Mr Adams' release was imminent.

Hopes for his freedom rose after news that he had been transferred from the custody of the state security service to the state intelligence and investigation bureau of the Nigerian police. He was also yesterday for the first time allowed unrestricted consular access as well as fresh clothing.

Senior Nigerian businessmen and officials in Lagos, who have been making representations to the authorities on his behalf, expressed cautious optimism.

Mr Richard Lambert, editor of the Financial Times, welcomed the news, but said Mr Adams' detention remained a matter of "considerable concern".

He added: "Paul was on an assignment for the newspaper, reporting from the region on a story of international concern. There has been no suggestion he was operating in anything but the pursuit of his journalism.

"We very much hope that the Nigerian authorities act without any further delay to release him, and allow him to carry on with his normal duties." Mr Adams was arrested by the state security service in Bor, the main

Helicopter gunships halt Chechen convoy

Separatists holding 160 people



Russian soldiers sit on top of an armoured personnel carrier as it leaves the town of Kizlyar, which was raided for hostages by Chechen rebels on Tuesday. Picture: Reuters

Russian forces in stand-off with hostage rebels

By John Thornhill in Moscow

Chechen separatists were in a stand-off last night with Russian security forces after having released most of the 2,000 hostages seized in the southern Russian town of Kizlyar.

A convoy of buses carrying the 200 rebels and about 160 hostages was halted by Russian helicopter gunships as it neared the border of neighbouring Chechnya.

The gunmen threatened to start killing the remaining hostages unless they were allowed to move freely.

Wearing green headbands and singing patriotic songs, the heavily armed rebels had left Kizlyar yesterday morning.

The bizarre spectacle, shown in detail on Russian television, came as a further humiliation to the Russian security forces, already berated by President Boris Yeltsin for their incompetence.

But the episode, in which Russian officials say 20 people have been killed, has also reflected badly on the 64-year-old president, who is considering whether

to run again in an election scheduled for June.

Some Russian newspapers yesterday attacked Mr Yeltsin personally over his handling of the Chechen conflict.

His decision to use force to crush Chechnya's independence bid has resulted in the deaths of more than 30,000 people and created 415,000 refugees.

Mr Yeltsin has been criticised by liberal political opponents for starting the war in the first place, but he is also coming under fire from hardliners for failing to see the conflict through to its conclusion.

Mr Vladimir Zhirinovskiy, leader of the ultra-nationalist Liberal Democratic party of Russia and declared presidential candidate yesterday called for Mr Yeltsin to crush the Chechens.

"If you do not destroy the fighters within a month, if you do not burn their bases, wherever they are, burn them with napalm... you, Boris Nikolayevich, will lose the election on June 16 and I will do it on July

Continued on Page 10

Continued on Page 10

UK footballers to challenge operation of transfer market

By Robert Rice and Simon Kuper in London

Plans which could revolutionise English football and destroy the lucrative multi-million pound transfer market will be unveiled at a meeting of players and club managers today.

The move comes in response to the negative reaction of the English football authorities to last month's European Court of Justice judgment in the Jean-Marc Bosman case.

The players are planning a legal challenge to a transfer system they claim prevents them from negotiating their own deals when their contracts expire.

They are also proposing to set up a commercial organisation to represent their interests in place of their union.

The Luxembourg Court ruled that the European transfer system was unlawful. But the judges made it clear their ruling only applied to cross-border transfer of players in the European Union.

Most of the EU's football associations took that to mean their domestic transfer systems were unaffected by the judgment.

But players want to be free to negotiate their own futures once their contracts expire.

The meeting is the brainchild of Mr Jonathan Ebsworth, a partner of London solicitors Reid Minty and Mr Steve Davies, the media manager of Vinny Jones, the Wimbledon midfielder player.

Having learnt from Mr Jones that their union, the Professional Footballers' Association, was not supporting their position, they wrote to the players and managers of all clubs south of Nottingham asking them to attend the meeting.

"We will be putting forward commercial proposals which could put an extra £100,000 a year in the pockets of every Premier League player," Mr Ebsworth said yesterday.

He wants to establish a system similar to that which operates in the NBA basketball league in the US where players are free agents once their contracts expire.

At present English football clubs can demand a transfer fee even when a player is out of contract. Most clubs carry players as assets on their balance

sheets and they are deemed to have residual value even when their contracts expire.

A system under which players are free agents would destroy a transfer market which has doubled to £100m (\$154m) in the UK in the past two years, and wipe millions of club balance sheets.

Mr Ebsworth said a new commercial body with players as shareholders and on the board was needed to represent their interests.

The meeting will be told that had the court gone on to consider whether the transfer system was contrary to European competition rules it would almost certainly have struck down all domestic transfer systems as anti-competitive.

Mr Ebsworth confirmed that one purpose of today's meeting was to discover whether any player or club would be prepared to bring a test case. Also today, a Premier League delegation will be in Brussels asking the European Commission to clarify the Bosman ruling.

Variables to quit, Page 6
Editorial Comment, Page 9

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Commission alleges violation of EU law on restrictive practices

Bayer group to appeal against fine

By Lionel Barber in Brussels and Daniel Green in London

Bayer, the German chemicals and pharmaceuticals company, said yesterday it would appeal against a Ecu8m (\$3.9m) fine imposed by the European Commission for a "serious" violation of European Union law on restrictive practices.

The case involved Bayer's refusal to supply Adalat, the heart drug, to French and Spanish wholesalers who wished to re-export it to the UK, where prices are higher than in the rest of Europe.

The Commission said the Bayer group had been concerned about "parallel exports" of Adalat since at least the end of the 1980s, and had subsequently set up an elaborate computerised system in Spain for tracking exporting wholesalers. Adalat is Bayer's second biggest selling drug, bringing in more than \$1bn a year in worldwide annual sales.

Bayer is one of many companies that have been concerned at the rise of parallel imports, in which a drug made in northern Europe is bought at southern European prices and re-imported into northern Europe.

In Bayer's case, French wholesalers found that Bayer France was no longer willing to supply them with all the quantities of Adalat which they ordered as long ago as

September 1991. The same experience occurred in Spain, dating back to early 1989, the Commission said.

Wholesalers in France and Spain tried to throw Bayer off the scent by spreading orders intended for export through their various agencies and other small wholesalers not subject to monitoring.

When one of the wholesalers was discovered to be exporting, Bayer France and Bayer Spain penalised him by imposing successive reduction in the volumes of Adalat supplied.

All these practices engaged by Bayer France and Bayer Spain show that they subjected their wholesalers to a permanent threat of reduction in the quantities supplied, a threat which was repeatedly put into effect if the wholesalers did not compete with the export ban.

The wholesalers, both in France and Spain, had shown by their conduct that they accepted the export ban, the Commission said. The agreements between producers and wholesalers amounted to a restrictive practice in breach of Article 85 of EU law.

In fixing the amount of the fine, the Commission took into account the "serious" infringement of EU law, but also the fact that pharmaceutical products prices are not set autonomously by companies but are governed by national rules and regulations.

German industry and unions redraw battle lines over jobs

Wolfgang Münchau on failure of this week's unemployment talks

After only a short lull, hostilities between Germany's trade unions and employers have flared again this week over how to reduce unemployment.

IG Metall, the country's engineering union, and metal industry employers failed earlier this week to reach a consensus over the "alliance for jobs" - a trade union offer of wage restraint in exchange for 330,000 new jobs. Both sides walked out of the meeting hating each other.

Mr Klaus Zwickel, IG Metall's president, first proposed the alliance idea at a trade union congress last November. He had to overcome much dissent, especially among the hard left who opposed what constituted the first public recognition by the union of a link between the level of real wages and unemployment.

Chancellor Helmut Kohl and most of the German media welcomed the idea of such an alliance, but it put Gesamtmetall, the metal industry employers' federation, in a difficult position. At first the employers appeared divided and confused, and uncertain how to react.

One leading industrialist privately derided the plan as "populist trash", a sentiment shared by many colleagues who found the proposals utterly unacceptable, even though they might use less extreme language in public.

The German metal industry is in the throes of change and companies are hard pressed to keep their current staff levels, let alone hire new workers.

After months of prevarication Gesamtmetall this week finally came out with a counter-proposal - not even close to what Mr Zwickel had in mind. Gesamtmetall submitted a "collective emergency programme" based largely on labour market deregulation. It calls for pay restraint, lower entry-level wages, more working time flexibility, and a greater regional devolution of the industrial bargaining process.

Mr Zwickel was furious and has been fuming over the employers' stance ever since. He threatened to rescind his alliance for jobs offer if no agreement is reached on January 15, the date set for the next

encounter, the last before both sides are due to meet Chancellor Kohl.

A day after the failed talks he said: "I cannot hide my disappointment. Just on the day when the Federal Labour Office announced the news of 3.8m unemployed, the highest we have ever had in the Federal Republic, the employers' federation tells us that they are not interested in an alliance for jobs." He called Gesamtmetall's counter-offer "a catalogue of horrors to dismantle the collective bargaining process and the welfare state".

Mr Hans-Joachim Gottschol, the outgoing president of Gesamtmetall, called Mr Zwickel's comments "unsustainable and malicious", accusing IG Metall of erecting roadblocks to a true alliance for jobs and competitiveness.

In return, the union chief threatened to withdraw the offer of wage moderation if there was no deal. With the threat, he reaffirmed that he saw the pay restraint offer as a

real concession, one that would depend critically on a contractual commitment by industry to increase employment.

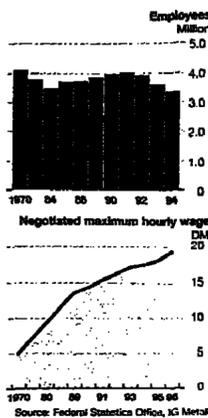
Paradoxically, however, what appears to be an offer for unusual pay restraint could end up as an unusually large rise in industry's wage bill.

The alliance for jobs is a gamble for every party involved in the debate. Mr Zwickel is a highly regarded negotiator in the best IG Metall tradition, a man with a stern poker-face that reveals not even a hint of emotion. Mr Gottschol, his counterpart, by contrast is a part-time official who is leading an internally divided industry federation at a time of crisis.

Whoever is in charge, Gesamtmetall has little leeway for generosity at present. After the past year's wage increase of between 6 and 7 per cent, combined with the effects of the strong rise in the D-Mark, Germany's engineering industry is currently in no mood, or position, to offer anything.

The government, which forms an integral part of the alliance for jobs, may also find

Germany's metal industry



it difficult to deliver its part of the bargain because of severe budget restraints.

Mr Zwickel has calculated that the creation of 330,000 jobs, including 10 per cent earmarked for the long-term unemployed, would yield more than DM4bn (\$2.7bn) in taxes and reduced social costs. But as part of its contribution to the alliance, the government would have to refrain from any further cuts in unemployment pay.

Chancellor Kohl may yet use his authority to force IG Metall

and Gesamtmetall to reach some kind of deal. With about 3m members, IG Metall is the largest trade union in Germany; other unions have subsequently come out with similar suggestions, and are bound to follow whatever the metal industry agrees upon.

Personally, Mr Zwickel has no doubt that his alliance for jobs, if enacted, would help the sluggish German economy, and especially the 4m unemployed - 6m if one includes all those on special government-funded job schemes.

Paris cuts growth estimate to 2.6%

By David Buchan in Paris

The French government yesterday reduced to 2.6 per cent its estimate of how much the country's economy expanded last year, while an official survey put the "morale" of French households last month at its lowest ebb for eight years.

In scaling his ministry's 1995 growth forecast from 2.9 down to 2.6 per cent, Mr Jean Arthuis, French economy minister, was aligning himself with the estimate produced by the Insee statistics agency last month. However, he claimed the slowdown was only a pause and that growth would pick up later this year.

Insee also reported yesterday that its index of the morale of French households, which essentially measures the difference between optimists and pessimists, had fallen to its lowest point - minus 38 - since the index was started in 1967. The Insee index had last year recovered from a low in mid-1993, only to fall sharply since last summer.

But an aide of Mr Arthuis pointed out that Insee took its latest survey at the height of last month's public sector strikes, and before December 21 when the government announced new tax breaks for people taking money out of savings schemes and money market funds to spend on consumer durables.

The aide also pointed out that according to Insee's December survey, households were less inclined than before to save. Last year saw households' post-tax disposable income rise by 2.9 per cent, the biggest rise in five years. The government hopes the French will this year start reducing their high savings rate of 14 per cent and begin to spend.

Mr Arthuis has said he would revise his 1996 growth forecast of 2.8 per cent which accompanied last September's announcement of this year's budget, but his aide said yesterday this revision might not come until March. Banque Indosuez yesterday predicted the economy would expand by no more than 1.4 per cent this year.

Following Insee's estimate that GDP grew by only 0.1 per cent in the last quarter of last year, the government's revision of its 1996 forecast is certain to be downward. But despite calls from leading backbenchers in the ranks of the conservative majority to postpone a new welfare levy for a year, the government has only delayed it from this month to February, citing technical difficulties in putting in place the new 0.5 per cent tax on all income to repay past social security debt.

Pasok set to survive censure vote

By Karin Hope in Athens

Greece's governing Socialists were expected to survive a censure vote in parliament late last night, but the bitter three-day parliamentary debate exposed deepening divisions within the party over Prime Minister Andreas Papandreu's refusal to resign.

Mr Costas Simitis, the rebel former industry minister and one of two front-runners to succeed the prime minister, argued that the Panhellenic Socialist Movement was already committed to replacing the prime minister, who has been in hospital for almost two months with critical lung and kidney problems.

Referring to opinion polls showing that a clear majority of Pasok voters want a new prime minister, Mr Simitis added: "There's a clear popular message calling for a firm, transparent decision."

Deputies from the conservative New Democracy party said that given Pasok's 20-seat majority, they did not expect the censure motion to bring down the government, but wanted to expedite Mr Papandreu's departure from politics.

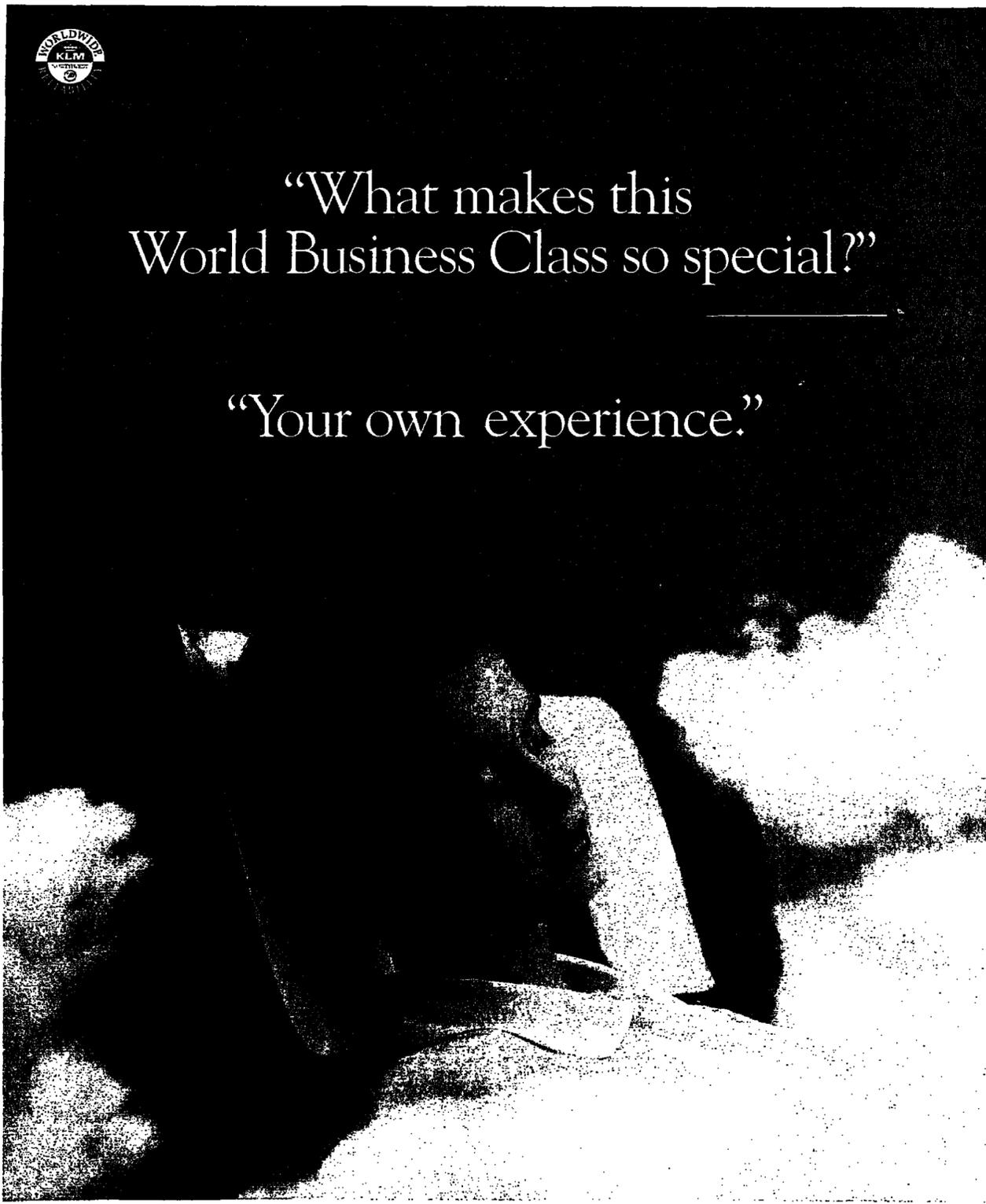
Pasok has set January 20 as the deadline for resolving the leadership question. But as Mr Papandreu's condition improves, his closest political supporters are claiming it is premature to start discussing the succession.

Doctors at the Onaseion Cardiac Hospital said that Mr Papandreu took a walk yesterday in the corridor outside his room. But he is still on a respirator at night and is being fed through a tube in his stomach, they added.

Foreign Minister Carolos Papoulias, one of several senior cabinet members whose careers are likely to end when Mr Papandreu goes, claimed it was "contradictory" to discuss replacing the prime minister while he appeared to be recovering.

Some prominent Socialists argue that if Mr Papandreu's health goes on improving, he should postpone resigning until an emergency party congress can be convened to elect a new leader. Given the party's unwieldy bureaucracy, this would mean extending the political vacuum for another two or three months.

If Mr George Papandreu, education minister and the prime minister's eldest son, cannot make his father agree to step down before the January 20 deadline, the central committee may have to appeal to Mr Papandreu to break the deadlock with a public statement from hospital in order to keep Pasok united.



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NEWS: THE AMERICAS

US budget chess players plot endgame

Differences between Clinton and the Republicans have narrowed, says Jurek Martin

The great budget game of chicken has given way to a far more subtle battle of chess. The opponents can see the shape of the endgame but dare not yet set it in motion because the cost of a false move could be prohibitively high.



Clinton: a settlement may be within reach

narrowing of the differences over federal health insurance programmes, welfare, discretionary spending and tax cuts. The Republicans, for example, have cut their demands for savings on Medicare from about \$270bn to \$168bn and the size of the

ences. But, as Mr Dole put it bluntly, "this is not a debate about numbers, it's about policies." White House officials agreed, and Mr Clinton's veto late on Tuesday night of the latest Republican welfare bill merely underlined how wide the policy gulf remained on particular issues.

AMERICAN NEWS DIGEST

Brazil attacked over indian law

Brazil has been widely criticised by human rights and indigenous groups for a new law governing the demarcation of Indian land, passed by presidential decree earlier this week.

Chile pension fund losses
Chile's private pension funds registered their first ever losses last year - a negative return on investment of 2.5 per cent in real terms.

Two Peru ministers sacked
Two of Peruvian President Alberto Fujimori's longest-serving cabinet ministers have been removed in a surprise reshuffle.

Guatemalan army relieved at Arzú poll win

Guatemala's traditional pillars of power, the army and the business elite, are breathing a collective sigh of relief over the victory of right-wing businessman Mr Alvaro Arzú in Sunday's presidential elections.

small but powerful traditional business elite which encapsulated the outgoing government of President Ramiro de León Carpio and is unlikely to challenge their power. "We all know what he should do but we don't know whether he will feel the need to do it," one western diplomat said.

powerful and arful officer, Gen Otto Pérez Molina. Gen Pérez belongs to the so-called reformist wing of the army, which favours peace negotiations with left-wing rebels and some reduction in the military's numbers.

California paddle beatings urged
Conservative Republicans in California's state assembly have revived a proposal to bring back corporal punishment for juvenile offenders.

NEWS: ASIA-PACIFIC

Socialist set to be Japan's finance minister

A 66-year-old socialist with no experience in government is set today to become Japan's next finance minister after Mr Ryutaro Hashimoto, due to be chosen as premier, failed to persuade senior colleagues from his centre-right Liberal Democratic party to take the job.

it is widely accepted that far more public money will be needed to bail out depositors in ailing financial institutions. The combative Mr Hashimoto is to succeed Mr Tomichi Murayama, SDP chairman, after his surprise resignation as prime minister last week.

him as the next finance minister. Mr Hashimoto had felt that Mr Kajiyama is one of the few politicians strong enough to push the jusei plan through parliament, without irreparable damage to his own future.

ASIA-PACIFIC NEWS DIGEST

Indian 'giant' urged to awaken

Mr Yeo Cheow Tong, Singapore's minister for trade and industry, told 1,500 delegates attending the Confederation of Indian Industry's high-profile summit in Bombay that India had for too long been a "sleeping giant".

Disputes threaten HK port deal

A political agreement this week over expanding Hong Kong's container port is set to be undermined by private sector wrangling, as the two biggest operators have so far failed to strike a deal over the proposed realignment.

or have greater throughput, for example. Operators will be loath to pass on any commercial advantage to their competitors. Expansion of the port has been held up for some two and a half years by the political impasse.

Hong Kong terminal development diagram showing Kwai Chung, Tsing Yi Island, and various terminals (MTL, HIT, HT) with dates and descriptions.

Vietnam ventures face new rules
Mr Do Muoi, Vietnam's Communist party chairman, has urged tighter supervision of foreign joint ventures, turning the ideological spotlight on inward investment.

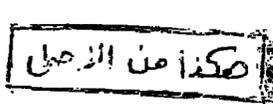
Rifkind to ask China to resume contacts with Patten

Mr Malcolm Rifkind, the UK foreign secretary, is likely today to press Chinese President Jiang Zemin to sanction a resumption of contacts with Hong Kong Governor Chris Patten, who has been shunned by Beijing since 1992.

to a proper dialogue that is very much in the interests of Hong Kong. The foreign secretary first broached the question of Mr Patten in talks on Tuesday with Mr Qian Qichen, China's foreign minister.

sign secretary said last night Britain was concerned about deteriorating confidence. The UK saw Chinese dialogue with Mr Patten as a possible antidote to increasing anxiety in the colony.

Call for SE Asian N-free zone
Officials of the Association of South East Asian Nations said yesterday they would lobby the five nuclear power states to sign a protocol accepting a treaty declaring the region a nuclear-weapon free zone.



Prisoner release boost for Arafat

By Julian Ozanne in Jerusalem

Israel yesterday freed hundreds of Palestinian prisoners in an effort to boost the electoral prospects of Mr Yasir Arafat, leader of the Palestine Liberation Organisation, days ahead of the first Palestinian elections.

Jubilant relatives, many of whom were caught by surprise, celebrated the homecoming of prisoners often eulogised as martyrs in the Palestinian cause. Many of the 800 due to be released by the end of yesterday belong to Islamic and left-wing Palestinian groups opposed to the Israeli-Palestinian peace process.

The release will considerably boost the electoral credibility of Mr Arafat and his Fatah faction. Palestinians have singled out Israel's refusal to honour its promise to release up to 5,500 prisoners as a sign of the moral bankruptcy of the peace agreement.

"The agreement does not meet our aspirations for independence. But I can say that the release of prisoners is one fruit we can see," said one Palestinian waiting for his brother to be released in Hebron.

Meanwhile, King Hussein of Jordan said his first official visit to Israel, only the second Arab head of state to do so, Israel rolled out the red carpet for the king and Mr Shimon Peres, the Israeli prime minister, lauded his visit as a sign of the warm relations that can exist between Israel and an Arab country.

"Your very presence is testimony to the ever-expanding ties of trust and co-operation which are binding our countries in a deepening, mutual friendship," Mr Peres told the king.

The king's visit, despite domestic Jordanian opposition to the normalisation of relations with Israel, was a diplomatic victory for Israel and was seen as a signal to Syria about the type of relations Israel would like to see with Damascus in the event of a peace treaty.

Qatar sheikh sees cash as his ace

State's deposed ruler stalks usurper son with country's reserves, writes Robin Allen

Like a medieval monarch skulking the courts of Europe to rally support to overthrow the usurper, the former ruler of oil-rich Qatar Sheikh Khalifah Bin Hamad Al-Thani, deposed last June by his son Sheikh Hamad Bin Khalifah Al-Thani, spent 10 days over the new year assiduously courting the crowned heads of the Arabian peninsula in an attempt to regain his throne.

The deposed sheikh has never forgiven his son's "impudence", the more so since he was in Switzerland at the time - the very place his predecessor Sheikh Ahmed Bin Ali Al-Thani happened to be "resting" when unceremoniously removed in 1970 by Sheikh Khalifah himself.

So history repeated itself, except for one thing. It seems Sheikh Hamad crucially forgot to instruct the Swiss banks where Qatar keeps much of its liquid and cash reserves to take away his father's co-signatory power. With an *écart* for which he was famous in his day, Sheikh Khalifah cashed in his king for an ace. He contacted several Swiss banks and instructed them to transfer the funds to his personal account.

In his eyes he was still the lawful ruler. The net result, according to official United Arab Emirates sources, is that "Sheikh Khalifah has taken all



Sheikh Hamad: power



Sheikh Khalifah: money



the country's money".

Qatar has a healthy cash flow from oil production of 378,000 barrels a day, its Opec quota. This gives it a minimum net income of \$3m a day for a country with only 100,000 nationals. Its production capacity is 415,000 b/d, according to energy minister Mr Abdullah Bin Hamad Al-Attia and this is being increased to 500,000 b/d by the turn of the century, by which time it will also have incremental revenue from at least two \$15bn gas export plants from its North Field reservoir, the world's largest single gas reservoir.

"The goal of Sheikh Khalifah's tour of Arab Gulf countries," said Sheikh Mohammed Bin Hamad Al-Thani, Sheikh Khalifah's personal representative, "is to inform the leaders that he is the legal Emir of Qatar. Sheikh Khalifah did not and will not abdicate under any circumstances. He is returning to rule his dear country Qatar."

Indeed in all the Gulf states Sheikh Khalifah has been royally received. In Abu Dhabi, the ruler and UAE president Sheikh Zayed laid out the red carpet; in Kuwait he was greeted by the Amir Sheikh Jaber; in Riyadh, by Crown Prince Abdullah; in Bahrain, with which Qatar has for 60 years been on terms of mutually courteous but profound antipathy owing to Bahrain's persistent occupation of the Hawar islands claimed by Qatar, the ruler Sheikh Isa allowed his royal visitor to

hold a press conference. Sheikh Khalifah took the hint and graciously promised that once back on his own throne, he would "return" the Hawar Islands to Bahraini sovereignty.

In like manner, Qatar's deposed ruler has been condemning his son's recent walk-out from the summit of regional Gulf leaders, his attempts "to split Gulf ranks and weaken the unity of the region". Sheikh Khalifah has promised, through his loyal aide, that "in his capacity as the legal Emir of Qatar he will co-operate and join hands" with Gulf leaders "to bring back Qatar to the fold".

But the leaders of the Gulf states all recognised Sheikh Hamad as Qatar's ruler within

days of his deposing his father, and they can hardly break their pledge on the strength of a few promises.

Furthermore the US and other western countries were also quick to recognise Sheikh Hamad. Western diplomats in the UAE can only chuckle helplessly and mutter "strictly off the record" as though they had said something of substance. Indeed there is nothing the west can do except watch this game of political poker play itself out. No one asked the US defence secretary Mr William Perry - on his recent Gulf tour to bolster Gulf defence co-operation - what he thought of it.

It seems likely that western diplomats are simply praying that private Gulf mediation efforts will lead to some compromise between Sheikh Khalifah and his son.

In the meantime the claimant to the throne of Qatar, still with an ace up his sleeve, has established his "temporary quarters" in the UAE's desert oasis of Al Ain, 150km east of Abu Dhabi in the lee of the Abu Dhabi mountains. There he can wait for the incumbent ruler of Qatar to play his best hand.

The moral of the tale for future coup plotters: by all means, take control of the radio station and the armed forces; but don't forget to write a memo to the bank manager.

Private banks welcome attempts to avoid competition for emerging markets

Report calls for IFC to set out rules

By George Graham, Banking Correspondent

Private sector banks have welcomed the International Finance Corporation's efforts to avoid competing directly with them for work in emerging markets but want the IFC to go further still.

A report, released yesterday by a study group representing the main international banks, said the IFC, the private-sector financing arm of the World Bank, should set out clearer rules for "graduating" countries which no longer needed

its financial help because they had substantial access to international capital markets.

In addition, the IFC, which is funded by member governments with the aim of stimulating private sector growth in the developing world, should rule itself out of competition with private investment banks for any advisory mandate awarded by a bidding procedure.

The report, from the Institute of International Finance, a Washington-based group representing major international banks, said that the IFC had

taken a "major step forward" last month when it published guidelines setting out the conditions in which it would agree to advise governments on privatisation or help companies with share flotations.

The IFC guidelines started from the principle that "it is inappropriate for the IFC to compete with capital and skills that are adequately provided by the market."

But the group said 71 per cent of the IFC's outstanding loans were still concentrated on the same 15 countries, including big borrowers such

as Argentina, India and Brazil, where private sector banks have been most willing to provide capital.

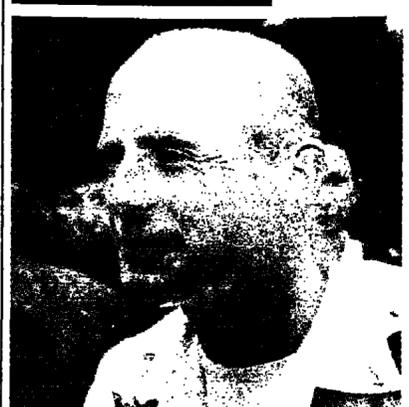
"IFC should adopt an active and transparent graduation policy as part of a basic reorientation away from countries that have access to international capital markets toward those that do not. Generally, there should be a presumption that IFC will not support transactions in countries designated as having substantial access to international capital markets," the IFC said.

Mr Richard Parry, head of syndications at IFC, said there had been considerable convergence between the IFC and the IIF during the formulation of their respective recommendations.

"I think we are talking about shades of grey, not black or white," he said.

But IFC officials believe it would be impractical to establish more precise rules for determining when they should withdraw from a deal because alternative financing is available from the private sector at reasonable rates, as IIF urges.

INTERNATIONAL NEWS DIGEST



Israel names security chief

Israel yesterday appointed a former navy commander to head the Shin Bet, the secret service agency furnished by the security failures surrounding the assassination of former Prime Minister Yitzhak Rabin.

Israeli newspapers, defying military censors, published the name and picture of Rear Admiral Ami Ayalon (above) and declared that the era of secrecy surrounding the agency was over. Israel has traditionally held that the name and face of the head of Shin Bet was a state secret.

However, newspapers have yet to publish the photograph and name of Admiral Ayalon's predecessor who is only known by the Hebrew initial "Kaf".

Kaf resigned on Monday saying that a commission investigating the assassination was treating him unfairly and had already decided to recommend his dismissal before it had finished receiving evidence. *Julian Ozanne, Jerusalem*

Algerian militants to fight rivals

Divisions within Algeria's Islamic groups appeared to deepen yesterday after the extremist Armed Islamic Group (GIA) declared war against the Islamic Salvation Army (AIS), the armed wing of the Islamic Salvation Front (FIS), the party which was expected to win the 1991 elections cancelled by the government.

In a statement published by the London-based Arabic daily Al-Hayat, the presumed leader of the GIA, accused the AIS of having given in to the electoral and democratic process and said it was time to fight the group.

The intensification of the feuding among Algeria's Islamic factions will please the new Algerian government which is hoping that it will lead FIS leaders to give up their four-year armed struggle.

Although the Al-Hayat report cannot be independently verified and the GIA is believed to have been infiltrated by the government, FIS officials have in recent months attempted to distance themselves from the GIA, accusing it of assassinating FIS leaders who had defected to the GIA and condemning GIA bomb attacks. *Roula Khalaf, London*

Vietnam names new refinery partners

By Jeremy Grant in Hanoi and Robert Corzine in London

PetroVietnam, Vietnam's state oil agency, said yesterday it had chosen South Korea's LG Group, Petronas of Malaysia and Conoco of the US to invest in Vietnam's first oil refinery in place of Total of France, which pulled out last September saying it was not viable.

Conoco said that it had been invited to take a 30 per cent stake with Petronas in a feasibility study for the refinery but that no decision had been made on any involvement beyond a feasibility study.

The project has been mired in controversy since last year when the government chose a remote coastal site for the

plant. Total's decision to relinquish its stake confirmed some analysts' doubts about the wisdom of pushing ahead with the \$1.2bn project.

Vietnam has been seeking investors for the scheme to pump refined crude from a site known as Dung Quat by the year 2000. The area is 970km from the nearest source of Vietnamese crude and has virtually no infrastructure.

Taiwan's state oil company Chinese Petroleum Corporation (CPC) and Chinese investment and development corporation (CIDC), Total's original partners in the project, have a combined 10 per cent stake in the project, said Mr Ho Si Thoang, PetroVietnam's chairman. Both said recently they

wanted to reduce their stakes. Daewoo of South Korea had said it might replace Total but Mr Thoang made no mention of the company yesterday.

Oil industry analysts have repeatedly questioned the need for Vietnam to build any refinery given an anticipated oversupply of refined crude in the region by the year 2000. But they add that Vietnam may want one to satisfy national infrastructure priorities.

"They don't need it because there's going to be a lack of refining capacity. They feel they need it as a measure of national security," said Mr Al Troner, managing director of Asia Pacific Energy Consulting, based in Kuala Lumpur. Oil industry analysts said

none of the five foreign companies expressing interest was likely to consider the refinery economically viable, but could be interested for strategic and political reasons. Conoco is known to have retail and marketing ambitions and may be hopeful that by showing commitment to the Vietnamese refinery, it stands a chance of gaining a share of the country's domestic petroleum products market when it is opened up to foreign investors.

Petronas is understood to be driven by political and strategic interests and may be hoping that the refinery will complement its discovery of oil at the "Ruby" field south of Vung Tau, one of the country's few promising oil blocks. The Tai-

wanese are likely to see their stake as part of a move to increase offshore refining, Mr Troner said.

However, analysts concur that five foreign partners in any "green field" refinery is an unusually high number, indicating some reluctance on the part of each to show real commitment. "It seems everyone wants to be a participant but no one wants to lead the chorus," Mr Troner said.

Assuming the consortium agrees on a framework for a feasibility study, financing will be a major hurdle and may delay the project beyond Vietnam's deadline of 2000. This would force Vietnam to continue reliance on expensive imports longer than it wants.

Japanese vehicle imports soar to record levels

By Michiyo Nakamoto in Tokyo

Japanese vehicle imports reached record levels in 1995 for the second year running, underlining the strong impact of diverging consumer tastes and a high yen, the Japan Automobile Importers' Association said yesterday.

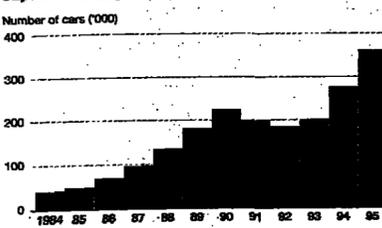
The association said vehicle imports rose 29 per cent last year to 388,162 vehicles, while sales of imported cars climbed 31 per cent to 362,265. This is the third consecutive year-on-year increase in imported car sales.

The increase took the share of imported cars to more than 10 per cent for the first time (excluding small vehicles with engine sizes of 660cc or below).

The popularity of imported cars has been encouraged by the high yen, which has enabled foreign companies to offer attractive prices. Other factors have been an increase in right-hand drive imports and diversifying consumer preferences.

However, even among imports, cars with Japanese marques proved particularly popular. Honda imports from overseas plants took the largest share of imports and Toyota, which has only recently started to import its cars to Japan in volume, emerged with the fifth largest

Japan's car imports: the rise continues



Source: Japan Automobile Importers' Association

market share among importers. Japanese carmakers have increased sales of cars manufactured at overseas plants by 28 per cent.

Toyota, which has associations with General Motors and Volkswagen, is planning to sell foreign marques through its dealer network. It plans to sell 45,000 US-made cars this year, up from about 31,100 in 1995, and 29,000 Volkswagens, up from 24,000 last year.

Imports of European cars were particularly popular. Honda was followed by Volkswagen/Audi, Mercedes-Benz and BMW among best selling imports, while sales of Rover cars rose 38 per cent and those of Volvo grew 33 per cent.

Other European carmakers,

such as Adam Opel and Renault, stepped up their marketing efforts in Japan with the introduction of low-cost models, which are proving increasingly popular. Sales of Opels, sold through Yanase & Co, Japan's top dealer of foreign cars, rose 67.7 per cent from a year earlier to 32,488 in 1995, helped by strong demand for its cheaper Vita compact.

The "big three" US vehicle manufacturers also increased sales in Japan. Ford saw sales in 1995 grow 21 per cent. However, GM and Chrysler both increased sales by only about 6 per cent.

The Japanese industry association forecasts a 15 per cent rise in imports this year to about 450,000 units.

Bell Canada signs Indian pact

By Robert Gibbons in Montreal

Bell Canada International, part of Canada's biggest telecommunications group BCE, and its Indian partner Tata Industries yesterday signed agreements to provide cellular and basic telephone services in Andhra Pradesh, India's fifth most populous state.

The BCE-Tata consortium was the only group to submit an acceptable bid in the bidding for basic telephone licenses.

The consortium was one of six joint ventures between Indian and foreign companies to win tenders to provide basic telephone services in a part of India. A further round of bidding is expected for eight remaining zones which failed to attract any bids last week.

BCE yesterday described the deal as a "unique investment opportunity." At present Andhra Pradesh has approximately 700,000 telephone lines, a penetration of only one per cent, and no cellular service.

To comply with India's foreign ownership rules, Tata will hold 51 per cent of the cellular and telephone operating companies. BCE 39 per cent and American International, one of the biggest US insurance companies, will hold the remaining 10 per cent.

BCE is committing an initial \$135m and will provide management and technical support. Tata estimates investment of \$28m will be required over 15 years.

India's Supreme Court next week is due to hear complaints against the national government's tendering process for telecommunications licences covering 20 regions. BCE-Tata recently lost a contested bid for Maharashtra State.

Earlier this week the Supreme Court postponed a crucial hearing of a set of petitions challenging the government's programme to privatise the country's basic phone services.

Last month the court ordered the government to put a hold on awarding any licences to firms to operate basic telephone services, the backbone of the programme, until it ruled on the seven petitions.

The award of telephone licences has caused political difficulties with opposition protests paralyzing parliament during December. Opposition lawmakers accused the government of favouring one company and bungling the programme.

Before reaching the court, the privatisation programme was well on its way, following cabinet approval in 1994.

Kantor drops US banana inquiry

By Deborah Hargreaves

Mr Mickey Kantor, US trade representative, yesterday conceded some ground in the long-running dispute between the US and the European Union over banana import arrangements when he dropped a US trade investigation into Colombia and Costa Rica.

Mr Kantor launched the section 301 trade investigation a year ago after complaints from US companies that their interests were being harmed by the way these two countries were implementing quotas for deliveries to the EU market.

Mr Dan Glickman, US agriculture secretary, was due in Brussels yesterday for talks which were expected to include the US's wider investigation into the EU's controversial banana import regime. However, due to severe snowstorms in the US, Mr Glickman's talks were postponed.

The US complained to the World Trade Organisation last year, claiming the EU discriminates against US companies by favouring imports from African, Caribbean and Pacific countries. Its complaint was supported by Guatemala, Honduras and Mexico and it has threatened retaliation against EU imports to the US. Officials indicated that the withdrawal of the investigation was a good sign for the outcome of the WTO complaint.

Colombia and Costa Rica were given quotas for shipments representing 21 per cent and 23.4 per cent of the overall ceiling of 2.5m tonnes for shipments of so-called Latin American "dollar" bananas to the EU. The US had objected to the way the two countries shared out these quotas between their exporters and specifically to the fact that Dole and Chiquita, two US companies operating in Latin America, were not given a share of the quota.

Colombia and Costa Rica have now amended the way quotas were assigned to give those companies a share of the EU shipments. In Colombia, the US companies have been given a quota representing 2.2 per cent of the EU market.

WORLD TRADE NEWS DIGEST

\$1.5m bill for Beijing pirate

A Chinese court has ordered a Beijing computer software company to pay \$1.5m in compensation for pirating the copyright of a domestic competitor, the highest amount awarded in a software copyright violation case in China. The court ordered Taile Electronic Technology to pay Yn15m in compensation to Chengdu Maipu Electrical Equipment.

The court also ordered the Beijing company to halt production of unauthorised products and publish an apology in national newspapers. *Reuter, Beijing*

Computer sales boom forecast

Sales of computers and computer peripherals in China are expected to increase by 30-40 per cent to Yn65bn-Yn70bn (\$7.8bn-\$8.4bn) this year, according to government estimates. Domestic demand for personal computers this year is expected to grow to between 1.5m and 1.7m, worth Yn25bn, according to the ministry of electronics industry.

China's domestic computer manufacturers currently account for about 25 per cent of domestic sales. Most leading western PC vendors have already established manufacturing facilities in China in anticipation of growing domestic demand. Among other forecasts, the annual demand for high-powered computer work stations in China is expected to grow to about 5,000 this year. Demand for printers is estimated at 800,000 units, "dumb" computer terminals at 380,000, hard disks 1.5m and keyboards 6m. *Paul Taylor, London*

Arco to invest more in China

Arco, the US oil giant, plans to devote greater resources to China in oil and gas exploration, refining and power generation. Mr Mike Bowlin, Arco's chairman and chief executive, said yesterday that China "rated very high" in the company's priorities.

Mr Bowlin yesterday inaugurated China's largest offshore natural gas project, located off the country's southern Hainan Island. Investment in the Yacheng 13-1 field, discovered by Arco 18 years ago, totals \$1.2bn, and includes construction of subsea pipelines to transport gas to Hong Kong and Hainan Island.

Arco is also exploring for oil and gas in the South and East China Seas and has taken a 9.9 per cent stake in Zhenhai Refining and Chemical Company, located in Zhejiang province, south of Shanghai. The company has committed more than \$1bn to its China ventures. *Tony Walker, Beijing*

Scottish group wins £20m order

Weir Group, the Glasgow-based engineering company, has won an order worth nearly £20m (\$31m) from China Nuclear Energy Industry Corporation to install pumps and valves for the Qinshan nuclear power station near Shanghai.

The order consolidates Weir Group's position in China where it won its first order for pumps in 1979. In 1987 it supplied pumps to the Daya Bay nuclear station in Guangdong province, and in 1982 gained a £12m order for the Zouxian nuclear plant.

Total orders for the Weir Group from the Indo-Pacific region, which includes Japan, China and India, were £67m in 1994 representing 14.5 per cent of total group orders.

The pumps will be made by Weir Pumps of Glasgow, with Weir's subsidiary Hopkinsons providing valves. The equipment will appear on site in 1998.

The contract is backed by a \$30m loan through Standard Chartered Bank, backed by the Export Credits Guarantee Department. *James Buxton, Scottish Correspondent*

'Serious implications' as fewer than a third of expected travellers use Channel service in first year

Eurostar trains fail to hit passenger target

By Charles Batchelor,
Transport Correspondent

Eurostar high-speed trains through the Channel Tunnel between England and France are expected to carry less than a third of the passengers originally expected in the first year of operation. Sir Alastair Morton, co-chairman of Eurotunnel, admitted yesterday. Eurotunnel is the Anglo-French company which operates the tunnel.

The effect will be that

Eurotunnel will receive only the minimum guaranteed payment of about £200m (\$300.8m) a year from the UK, French and Belgian railways over the next five years instead of the much larger sums expected. "The implications are serious," said Sir Alastair. The railways originally forecast that Eurostar would carry 16.5m passengers in 1993 - which was expected to be the first year of operation. But Eurostar services did not start until 1995 and are now

expected to carry only 5m passengers in 1996, up from 3m last year. Eurotunnel was required on the basis of the early optimistic forecast to offer half of the tunnel's total capacity to the national railways, retaining half for its own car and freight shuttle services, said Sir Alastair. Part of the problem in the UK has been the privatisation of British Rail, the national network, which has distracted managers from promoting

tunnel rail services. "The government has to come back to the table to deliver because this is relevant to where we end up in our negotiations with the banks," said Sir Alastair. Eurotunnel expects to carry 8m passengers in 1997, up from 5m this year, and 1.95m cars and coaches, up from 1.22m. Eurotunnel has become market leader on the Dover-Calais routes with 41 per cent of the passenger traffic market and 45 per cent of the freight market.

It had a record month in December 1995 carrying 163,000 cars and coaches, 21 per cent more than in November. The number of trucks fell to 41,700 from 48,960 because of widespread strikes in France. Eurotunnel is continuing its attempt through the European Court to outlaw duty-free sales on ferries though this could take 18 months to resolve. Without duty-free earnings the ferries would be making losses, Sir Alastair said. Eurotunnel plans to increase

capacity by 50 per cent next year when shuttles which had been taken out of service for modification are returned. It plans to buy 16 extra freight shuttles in autumn 1996 to increase freight capacity by 10 per cent. In 1998 it will buy two new complete freight trains increasing the total number to nine. The cost of the new shuttles will be less than half of the amount that it paid for the original ones, Sir Alastair said.

The economy Trade deficit is at its widest for almost three years

Slow growth hits exports in Europe

By Gillian Tett,
Economics Correspondent

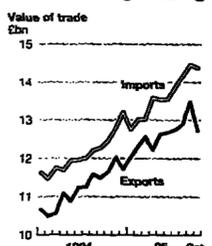
British exports to Germany and other European countries fell back in October as the slower than expected pace of growth in mainland Europe hit UK companies. The pattern was in sharp contrast to the surge in exports which buttressed the British economy earlier in the recovery. Coupled with weaker sales to the US, the decline pushed the UK trade deficit to its widest level for almost three years.

The scale of the deficit, shown in official figures released yesterday, took the City by surprise. Meanwhile, the Central Statistical Office warned that the data suggested that the trade gap was on a widening trend. Nevertheless, economists pointed out that the broader trade picture remained relatively healthy. In spite of the monthly drop, exports are still showing yearly growth, while the trend in imports is for modest growth.

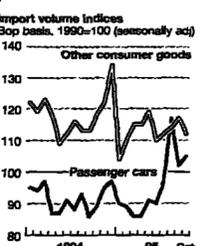
Measured overall, the CSO said that UK exports fell by a seasonally adjusted 5.5 per cent between September and October. Import volumes fell, amid a sharp rise in import prices. This pattern left the trade deficit for October at £1.7bn, the highest monthly figure since December 1992.

Part of the increase in the deficit was due to unusually high levels of silver imports, and other erratic items. How-

The widening trade gap



Source: CSO, Datastream



Continuing loss of business confidence and a downturn in exports were reported yesterday by the 22 chambers of commerce covering north-west England and north Wales, Ian Hamilton Pacey writes in *Manchester*. The chambers' latest quarterly survey for the final three months of 1995 shows a reduced growth rate in home and export markets for

ever, measured on a quarterly basis, without erratic or oil - a more reliable guide to the trend - the deficit widened to £4.8bn in the three months to October, from £4.2bn in the previous three months. Some economists expect the balance to improve again soon. Data on countries outside the EU - which are published ahead of EU figures - has already shown that the deficit

with countries outside the Union, which account for about 40 per cent of trade, fell in November. Meanwhile the level of imports sucked into the UK economy may fall if the pace of UK growth eases and companies reduce stocks. CSO data yesterday fuelled expectations of weaker UK demand: the cyclical indicators, which predict turning points in the economy 5 months and 13

MPs to probe sacking at Stock Exchange

By James Blitz
at Westminster

An investigation into the dismissal of Mr Michael Lawrence as chief executive of the London Stock Exchange was launched last night by one of the most influential committees of the House of Commons. The all-party Treasury committee is to summon Mr Lawrence to give a public account of his sacking after members of some of London's largest investment banks staged a revolt against the manner in which he was implementing share trading reforms.

The committee, which has a majority of Conservative MPs, will also summon Mr John Kemp-Welch, the exchange's chairman, and fellow board members to give a full account of why they dismissed Mr Lawrence. The MPs also want to ask Mr Kemp-Welch and leading City financiers how they view the development of the exchange amid controversy over Mr Lawrence's attempts to introduce a "hybrid" system of share trading. The decision to mount an inquiry allows parliament to take a view on whether the exchange is failing to push through share trading reforms which can maintain its reputation in international financial markets.

At the conclusion of the hearings, the committee will publish a report with specific recommendations to which the government must respond. Ministers are under no statutory obligation to heed the committee's views. But recent Commons committee reports have criticised City of London institutions and have had an impact on thinking in the opposition Labour party. Several members of the committee made clear that they were concerned about Mr Lawrence's dismissal last week. One Labour MP described the exchange as "an oligarchy which needs prising open."

The London Stock Exchange confirmed yesterday that it intends to introduce a new trading method for large company shares this year, our Banking Editor writes. The exchange said it would introduce "full electronic trading and order matching" this year. The order matching method is likely to replace marketmaking as the main way of trading small blocks of shares. Large investment banks that now act as marketmakers, providing continuous offers to buy and sell blocks of shares on the Seaq bulletin board are seeking safeguards to ensure they retain a role in trading big blocks of shares.

Venables to quit as England soccer boss

Mr Terry Venables, coach of the English national soccer team, will quit his job after the European championship finals this summer to fight a series of legal cases.

A spokesman for the Football Association (FA), said Mr Venables had informed the sport's national governing body that he wanted to leave at the end of his contract in June and at the end of the Euro '96 tournament, which will be held in England.

Mr Graham Kelly, chief executive of the FA, said he was "deeply disappointed" by Mr Venables' decision not to seek to carry on as coach after the European Championship to be held in England this summer, but "understood the thinking behind it".

Mr Kelly said he did not regret appointing Mr Venables - whom he said was the choice of the "vast majority" of

football pundits - as coach in January 1994. However, he confessed "the number of issues that have come out over that period has been greater than we had expected at the time."

The loss of Mr Venables means England is now looking for both a new coach and a new technical director. Observers fear a change of management team half way into the four year build-up to the world cup in France in 1998 may weaken the team's chances.

Mr Kelly said he believed in continuity and would look for a suitable replacement. The bookies' favourite is Mr Kevin Keegan, manager of Premiership leaders Newcastle United, though club owner Sir John Hall is said to oppose such a move.

Editorial Comment, Page 9

New chief named for broadcaster with one of world's top brand names

BBC seeks bigger international role

By Raymond Snoddy
in London

Sir Christopher Bland, a former chairman of London Weekend Television and a member of the governing Conservative party, is to succeed Mr Marmaduke Hussey as chairman of the BBC, the public service broadcasting organisation. The Labour party expressed concern at the appointment in the run-up to a general election. Mr Jack Cunningham, the Labour party's shadow heritage secretary, said it would monitor Sir Christopher's decisions closely.

Sir Christopher, a former deputy chairman of the old Independent Broadcasting Authority, made clear after Granada's successful hostile takeover of the LWT television company in 1994 that he wanted to be chairman of the BBC. His main priorities will be maintaining the BBC's "impartiality and independence, and the quality of its programmes". Sir Christopher said he looked forward to joining "the best broadcasting organisation in the world".

Mr Virginia Bottomley, the minister responsible for broadcasting, said yesterday she had chosen Sir Christopher partly to spearhead the BBC's international commercial activities, such as the sale of its programmes abroad. She believes that the BBC will increasingly have to earn additional money to supplement the licence fee. Revenue from the annual licence fee paid by households for the use of their television receivers finances the BBC, which does



Sir Christopher Bland in London yesterday

not carry commercial advertising in its broadcasts.

Mrs Bottomley said choosing a chairman for the BBC had been one of the most important decisions she had taken as national heritage secretary.

She said she had in mind the sort of chairman who could combine exploiting the BBC brand name internationally - the second most famous after Coca Cola - with maintaining the quality of the BBC as a public broadcaster domestically.

As Sir Christopher takes over at the BBC, the corporation faces a range of difficult decisions - in particular how to compete against the growing

number of cable and satellite channels.

Sir Christopher said yesterday he was not afraid of competition but added: "It is important to recognise the realities." The realities include the growing international battle for sports broadcasting rights.

He was speaking on the day it became public that Mr Rupert Murdoch's News Corporation had submitted a \$20n bid for all the summer and winter Olympics between the year 2000 and 2008 - traditionally the domain of public service broadcasters such as the BBC. "We will certainly be unable to match those sorts of

figures unless we can do it in a different way," said Sir Christopher. "But I am not concluding that the BBC will not be a participant in sport any more."

In the longer term one of the different ways for the corporation to win and fund sports rights could be, he suggests, having a subscription channel of its own.

Sir Christopher believes the BBC is now well managed and that the changes implemented by Mr John Birt, the director-general, were absolutely essential. "Where would the BBC be now if it hadn't changed?" Sir Christopher asked. "Would it have even had a new charter?" The government hopes the BBC's new Royal Charter, which runs to 2008, will come into effect in May.

The new chairman envisages continuing to work with his old LWT colleague Mr Birt for some time. "I have great respect for John," said Sir Christopher. "He has changed the BBC out of all recognition. So far as I am concerned he is doing a great job. He has 18 months on his contract before going on a year's rolling contract. To me it is not an issue," says the new BBC chairman.

He is even plegmatic about possible disputes between managers and governors such as the recent one about the recent interview with Princess Diana, which was broadcast in many countries. Mr Hussey was angry at being told about the programme at the same time as royal household, and a small group of BBC governors will examine with Mr Birt whether better procedures can be developed.

UK NEWS DIGEST

Minister attacks Saudi dissident

Mr Mohammed al Massari, the leading Saudi dissident facing deportation from Britain, was denounced by a minister in the House of Commons yesterday as a fundamentalist who had abused British hospitality in order to undermine a friendly government. Sir Nicholas Bonsor, foreign affairs minister, said Mr al Massari had travelled to Britain "using false papers and under false pretences" and was working to topple the pro-western government of Saudi Arabia.

Ministers have admitted that the dissident, who is due to be deported to the Caribbean island of Dominica on January 19, is being expelled to ease relations with the Saudis, who have been irritated by his continuing stream of attacks on the regime. Ministers were concerned for the jobs of thousands of defence workers whose livelihoods depend on Saudi arms contracts. It is for this reason that leaders of the opposition Labour party have been reluctant to criticise the decision. But Mr George Galloway, Labour MP for Glasgow Hillhead, nevertheless attacked the "conspiracy against human rights" by British security services, ministers and weapons salesmen. Sir Nicholas insisted that "if the Saudi regime were to fall and instability were to occur in the Middle East, that would be in the interests neither of the UK or of the free West".

Robert Shirinsky, Westminster

Sinn Féin shifts on arms

The idea of an independent body to oversee the disposal of arms by the Irish Republican Army was given tentative support by Sinn Féin, the IRA's political wing, ahead of the release next week of a report on "decommissioning" from a committee headed by former US Senator George Mitchell. In publishing its submission to the Mitchell committee, Sinn Féin seemed keen to show some flexibility before Mr Mitchell's meeting today with Mr John Major, the British prime minister.

But in a gloomy assessment of the state of the peace process, Mr Martin McGuinness, Sinn Féin's chief negotiator with the British government, said he could no longer repeat the undertaking he gave last year that the IRA ceasefire would hold in all circumstances. He declined to condemn the recent spate of killings in nationalist areas in Northern Ireland, but admitted that the killings had done little to help Sinn Féin's cause.

John Murray Brown, Dublin

Investment to be simplified

The process of buying life assurance and investments is set to be simplified by the Personal Investment Authority, the watchdog to protect the private investor. The time it takes to buy some products will be reduced and the amount of customer information required by a sales agent before being able to give advice is also likely to be cut. The regulator believes some life assurance companies currently get more information than is needed from consumers buying, say, a lump sum investment policy, and that this is deterring customers from taking out investments. The plans come against the background of the regime introduced a year ago which requires sales agents and advisers to give customers more details about the policies they are selling, including charges and commission.

Alison Smith, Investment Correspondent

Lex, Page 15

Cinemas hit record

Britain's cinemas set a record last weekend with the top 15 films taking £7.24m (\$11.14m) at the box office, says Screen International, the film industry magazine. The total was more than 70 per cent higher than in the same weekend last year and well ahead of the previous record of £6.68m taken during the opening weekend of *Jurassic Park* in July 1993. UCI, the multiplex chain, reported a 73 per cent increase in its takings over the same weekend in 1995. *Seven*, the US thriller starring Morgan Freeman and Brad Pitt (left), was the UK's highest grossing film last weekend and took £2.6m.

This is the seventh highest opening weekend for any film in the UK and a record for an independent production. *Seven* was produced by New Line, the independent US film company before its recent takeover by the Time Warner entertainment group.

Alice Roushworth, Consumer Industries Staff

Cadbury 'in TV sponsor talks'

Cadbury-Schweppes, the food and beverage group, could become the first commercial sponsor of *Coronation Street*, one of the most popular and longest-running British television soap operas, in a deal worth up to £10m (\$15.4m). Negotiations between the company and Granada Television, which produces the programme, are reported by Marketing magazine, the trade journal, to be at an "advanced" stage. The report states that a contract is expected to be signed within two weeks. Cadbury is said to be Granada's favoured sponsor, but some contractual issues have still to be agreed. Any *Coronation Street* deal would be likely to be the largest sponsorship contract in UK television.

Diane Summers, Marketing Correspondent

Unions are warned on pay

Unions representing 1.5m workers with municipal authorities were warned that a pay rise of more than about 2 per cent would be "difficult to cope with" without risking severe damage to jobs and services. Employers said many authorities could afford to raise pay only by cutting jobs and services. Mr Mick Graham of the big GMB general trade union said there was "no chance" of a settlement if the employers were going to offer only 2 per cent.

Andrew Bolger, Employment Correspondent

Protestors again hit work: Demonstrators against the bypass being built round the southern England town of Newbury claimed victory when work was abandoned for the second day running. Two days after the start of the £100 (\$154m) project, contractors have managed to work for little more than an hour, clearing small trees. About 100 protestors surrounded the first excavator on the site, and work ceased as several threw themselves into holes beneath the machine's claws. Others ran round workers using chainsaws on the trees. Police later called for negotiations between demonstrators and contractors.

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Minister cornered by Austrian bid for army contracts

By George Parker and Bernard Gray

Land Rover yesterday increased political pressure on the government to buy its battlefield ambulances for the British army rather than an alternative from Steyr Daimler Puch of Austria. A £35m (\$53.9m) competition for the order is due to be decided very soon.

The ambulance contract has become a highly sensitive issue for Mr Portillo, the defence secretary, who has become the target for withering criticism from the left wing of the governing Conservative party in recent weeks. Mr Portillo faces a con-

flikt in several defence decisions between his nationalist rhetoric in recent speeches and the defence ministry's free-market policies which are consistent with Mr Portillo's right-wing views. Those policies imply that the ministry will seek the best value on the market irrespective of where the goods are made.

If he fails to award the contract to Land Rover, a UK offshoot of BMW, his many Conservative critics at Westminster will turn the issue against him and claim that he had failed to support British industry. However, if the Austrian rival has lower costs over the life of the

vehicle, as its manufacturers claim, Mr Portillo would have to overturn a recommendation from the his ministry's procurement executive that the Steyr was better value for money.

The result of the competition will be closely watched as an indicator for other larger procurement decisions. In particular, the decision on whether to upgrade Britain's Panavia Tornado F3 fighters or lease Lockheed Martin F-16 jets instead, due to be made in the next few months, will be highly sensitive.

Yesterday a number of Conservative MPs inspected a Land Rover ambulance, which was parked in New

Palace Yard outside the House of Commons as part of a last-ditch lobbying exercise by the company.

Sir Norman Fowler, the former cabinet minister, said: "It would be an enormous blow if the order for the ambulance for British forces went outside the UK. At the end of the day, I hope the quality of the Land Rover will come through."

Other Tory MPs with constituency interests in the order have raised the matter in the Commons, and Mr Andrew Hargreaves, MP for Birmingham Hall Green, asked the prime minister to intervene.

The opposition Labour party has

also sought to maximise Mr Portillo's discomfort. Mr David Clark, the party's shadow defence secretary, said: "This is a vital procurement order for the British defence industry, and Michael Portillo should take account of these vital considerations."

Many Conservative MPs believe Mr Portillo may override his officials and opt to buy the Land Rover, thereby reaffirming his patriotism.

Mr George Adams, head of government and military operations at Land Rover, said yesterday that the company's exports could be hit if it did not win the British army order.

Cinema/Nigel Andrews

Obsessed with exposure

- SHOWGIRLS
Paul Verhoeven
- THE WAR
John Avnet
- DEVIL IN A BLUE DRESS
Carl Franklin
- THE RUN OF THE COUNTRY
Peter Yates

Showgirls comes to Britain with the advantage of having been loathed by critics and audiences in America. Over here we love an underdog. I could hear the revaluations starting right after the press show. Critic one: "It's not that bad." Critic two: "No, I've seen far worse..." Be comforted. It is that bad. But like any underdog it has moments of lovability. Brought into the world by the *Basic Instinct* team of director Paul Verhoeven and writer Joe Eszterhas, it lopes its mangy, occasionally mirthful way through a plot about a young blonde (Elizabeth Berkley) who comes to Las Vegas dreaming of success as a dancer and discovers - horror - that the place is full of gambling, crime and commercialised sex.

Trying to keep her wings untarnished, even as she bares other body parts, she meets a crypto-lesbian dance star (played by Ava Gardner lookalike Gina Gershon), a scummy impresario (Kyle Tvin Peaks McLachlan), a rock-singing rapist (William Shockley) and a young black dancer (Glenn Plummer). Plummer could save her from career corruption, since his background is in Alvin Ailey rather than bump and grind, but the foolish girl rejects his advances. The film's own inspirational background seems to be 1950s Hollywood, when America specialised in this kind of lubriciously outraged melodrama. Back then the country had an excuse: it had to get its excitement somewhere (while pretending to moralise), for it was the decade of Eisenhower and family values. Here in the 1990s, though, even with *Aide* to add cautionary piquancy to sex, we have come too far to go "Gosh," and "Tsk tsk!" at scenes of flashing nipples or rotating derrières. In most weeks we get enough of these at home, courtesy of the TV or VCR.

While Eszterhas's script is peppered with lines you cannot believe survived the waste-paper basket ("She's all pie in the throat"), Verhoeven's direction scrapes bottom, in all senses and the acting is largely done in sign language. I came finally to wonder if newcomer Elizabeth Berkley was descended from the 18th-century philologist Bishop Berkeley, who, you recall, said "Esse est percipi" or "Being is being seen." As well as being the motto of the whole expo-

sure-obsessed late 20th century, it could be the signature text of a movie whose view of human truth is that if the audience's faces are not rubbed in it does not exist.

The War, set in small-town Mississippi in the 1970s, succumbs to an opposite extreme. It is so wholesome that it makes us hanker again for Las Vegas. Vietnam veteran Kevin Costner is plagued with combat nightmares, notably one in which he leaves a wounded friend to die in battle. So he wants his children to grow up valuing loyalty but despising war. Unfortunately they take two hours of screen time to imbibe this, during which they build a tree house, fight for it over and over with rival gangs and execute countless "dances" by diving into lakes of whirlpools.

The film should carry a warning: "Children, do not try any of this at home." Above all, do not attempt to compose music like that of Thomas Newman, which fills in all the bits of unscripted preachiness that might be missing from Kathy McWhorter's script or the direction of Jon Avnet who made *Fried Green Tomatoes At The Whistle Stop Cafe*. This is half-baked fortune cookies at the US-Confucian roadside.

A relief to turn to the stylish 1940s-set thriller *Devil In A Blue Dress*. Hardboiled is always better than half-baked, though these *après-Chandler* films also have their strange clichés. Have you noticed how often the hero returns home after a day's vain sleuthing to find the exact object of his search? He or she is sitting there in the dark, a gun on the lap if male or a smile on the lip if female. And we think: why on earth don't these gumshoes just stay at home and wait for their quarry to come to them?

It happens so often in this movie, directed by Carl Franklin from a Walter Mosley novel, that hired snop Denzel Washington might as well sell his wireless. He is entertained at home each night by colourful character actors. "It's a story about the American dream," claims Franklin, who made the scarily witty thriller *One False Move*. But it isn't really. Nor is it the deep fable of racial stand-off Franklin also claims, though set in a postwar L.A. shimmering with black-versus-white mistrust. It is more a good handcrafted film noir with showpiece thespians.

As Denzel Washington, whose own hint of a Bogartian lisp gives him *noir* cred, seeks the vanished mistress of a blackmail-embalmed Mayoral candidate, the plot pinballs him from one memorable heavy to the next. These include the majestically blubbery Maury Chaykin as a rival political candidate and Tom Sizemore as the chief hoodlum, a dandified lump of venom with a toothbrush moustache and two trigger-happy henchmen. "Shoot him! (pause) I'm only joking" is a gag his captives particularly enjoy.

The missing lady herself is played



Lubriciously outraged melodrama worthy of 1950s Hollywood: Elizabeth Berkley in 'Showgirls'

with peak-a-boo hair and slinky grace by Jennifer Flashdance Beals. She is a hard act for Denzel to find, until we all finally whisper from the stalls, "Go home and she'll probably be there." And of course she is.

In *The Run Of The Country* the title landscape is Ireland. Even blindfolded we would know this from the twanging flute music by Cynthia Miller and the rolling highs and lows of Albert Finney's second.

After his barrel-chested Irish policeman struck by love in *The Playboys*, Finney obviously stayed on to stretch himself. Here he plays a barrel-chested Irish policeman struck by loss. His dying wife leaves an only son (Matt Keeslar), who becomes our

guide and hero through a growing-up tale as much about Ireland itself - or so claims writer Shane *My Left Foot* Connaughton, adapting his own novel - as about the boy's first skirmishes with love (Victoria Smurfit) and ardent nationalism (Anthony Brophy).

Peter Yates directs with low energy on a low budget. The ill-focused movie seems to drift from scene to scene, mostly as bemused as its hero's face as it tries to sort fable from reality. Only one character, Brophy's farmhand with a sly wit and secret guerrilla life, jumps to life. The rest, even Finney's underwritten soak designed to deliver that old favourite, Fatherly Advice From One Who Made The Same Mistakes, slowly melt into

the scenery. Finally, for the better-late-than-never category. The BBC's film of Jane Austen's *Persuasion*, though aired twice on television, is allowed a barbed cinema outing after besotted reviews in America. And *Love Affair* (PG, Glenn Gordon Caron) stars Warren Beatty and Annette Bening in a remake of *An Affair To Remember*, the film to which *Sleepless In Seattle* paid adoring tribute.

The Beatty-Bening effort boasts pretty photography and fair badinage between Hollywood's First Couple. But it dived through the floor at the US box office, ending chances of a full commercial release in Britain. It now sneaks a short, pre-video week at the National Film Theatre.

London Fringe Theatre

Damn Yankees

It is a happy new year whose first musical ends with "You gotta have heart". *Damn Yankees*, a hit show when first presented in 1955, is an endearing piece of Americana in which the Faust legend is adapted in baseball terms. Joe Boyd says he'll sell his soul to become a great baseball player: whereupon Mr Applegate appears (from Hell), transforms him into a young hero, and lures him away from his wife Meg. Applegate also produces Lola, a seductive siren, to keep Joe away from the straight and narrow, and... No, the plot is best enjoyed if most of it takes you by surprise. Ironically, considering its subject matter, what is most amiable in *Damn Yankees* is its innocence.

Damn Yankees was the work of Richard Adler (composer) and Jerry Ross (lyrics), who had also written *The Pajama Game*. (Six months after the Broadway premiere of *Damn Yankees*, the collaboration ended when Ross - aged 29 - died of a lung disease.) Though none of the songs in the show have carried on into common currency today, each one of them is deftly and appealingly written. And, as the show proceeds, Adler's songs lay before you the sumptuous panoply of musical styles available in the 1950s - march, waltz, rumba, tango, mambo, and more. This is, I believe, a wider range than the then dominant genre of musical created by Rogers and Hammerstein, and it is certainly more vividly evocative of the period in which these shows were written.

This London revival is put on by the enterprising Bridewell Theatre - one of London's

newer fringe theatres, in a former swimming pool just off Fleet Street - and the cast has just enough technique to put the songs across to this theatre without microphones. (When the organ swamped the words of the opening number, I feared the worst, but this proved a one-off.) It is a pity that some of the Bridewell singers, especially in the chorus, wear the kind of old-fashioned make-up that is only elsewhere to be found today in Mediterranean opera houses. One does not have complete belief, for example, in baseball players who, at the sides of their eyes, sport thick streaks of white between upper and lower levels of coal eyeliner. Carol Metcalfe, directing, cannot make all the supporting players seem better than amateurs. And yet, as this *Damn Yankees* proceeds, it wins its audience with - well, yes - heart.

The most accomplished singing is that of Jill Martin as the hausfrau Meg Boyd, and the wittiest performances are those of Peter Gale as Applegate and Liz Izen as Lola. The devil and his accomplice get the most show-stopping numbers - but they do not actually get the best tunes. Witness the final trio - a very winning update of the classic trio that ends Gounod's *Faust* - in which Joe and Meg soar steadily along in twinned vocal lines, while the poor devil splutters away with lines like "Listen to me, you wife-loving louse!"

Alastair Macaulay

Bridewell Theatre, EC4 (0171-836 3456).

Fav'rite Nation

You might expect a play written in celebration of the centenary of the National Trust to be as tasteful and restrained as a stately home tea room. But *Fav'rite Nation* is anything but. Robin Brooks' play for Empty Space theatre company swerves with turbulent passions, unrequited love and conflicting desires.

Brooks portrays a group of Victorian thinkers and acquaintances involved in the run-up to the trust's foundation, concentrating particularly on the curious relationship between the art critic John Ruskin and Octavia Hill, the energetic social reformer who became a guiding light behind the trust's foundation in 1886.

The play begins with their first meeting, when he is a critic of consequence and she an idealistic 15-year-old torn between her desire to become an artist and her urge to do good works. He signs her up as his copyist, and she patently adores him. But he, having no idea how to handle her, treats her with the sort of sensitivity one usually reserves for a doorman.

They are in good company, however, since virtually everyone in the play is driven by dreams and consumed by anguish. Love is always unrequited. Sophia, Octavia's impetuous, independent friend is in love with Octavia; Octavia with Ruskin; he pines for the young artist Rose la Touche, who languishes confusedly, while her mother, also in love

with Ruskin, is gnawed away by jealousy. When the characters are not being torn apart by love, they are striving to reconcile social conscience with aesthetic taste.

Brooks communicates well the sense of a time of change, where the harsh realities of industrial London clash with philanthropic ideals. The structure of the play, delivered in short, sharp scenes, is restless and there is a highly charged atmosphere in which both Octavia's successful energy and Ruskin's profound despair seem possible. Andrew Holmes' production builds on this, turning the Lyric Studio into a dreamlike arena in which scenes are whisked on and off in just a switch of Cath March's Turnersque screen.

But there are large drawbacks to the style as well. Issues are signposted awkwardly and actors often have to turn on a dime to suggest emotional changes. The cast is strong, but cannot surmount the sketchiness of the characters.

Most frustratingly, you eventually feel shortchanged by the high-speed revolve of ideas. The final impression is of having come close to a fascinating subject, but not quite close enough - rather like one of Octavia's copies.

Sarah Hemming

Continues at the Lyric Studio, London W6 (0181-741 2311) to Jan 20. Then on tour to Belfast, Bristol, Edinburgh and Stratford-upon-Avon.

Opera in Lausanne/Andrew Clark

Camped-up 'Comte Ory'

has proved himself equally adept at Rossini. Unlike most interpreters of this high-wire part, Francis never showed the slightest strain; there was no trace of passaggio in the voice, no falsetto. We heard singing of elegance and verve, an easy fluidity up and down the range, and a teasing way with the words.

And here is a tenor who can act. Francis knows how to camp it up in style, turning from ogling hermit-confessor to hairy-legged nun with the

comic artlessness of the late Peter Sellers. Equally important, Francis is an ensemble player, as interesting to watch when not singing.

The object of his desire was Laura Claycomb's Countess Adèle. Claycomb's European debut as Bellini's Giulietta two seasons ago in Geneva signalled a *bel cantist* of immense promise. On the evidence of her Adèle, she is maturing well. Despite her clear, cool timbre, she conveyed warmth and fragility; she is too musical

to be a mere vocal machine.

With Diana Montague's gracious Isolier and Alessandro Corbelli's experienced Raimbaud, the cast was all one could wish for. So, too, were the Lausanne Chamber Orchestra's accompaniments under Evelino Pidò. It is not hard to see why Pidò has established himself as a leading Rossini interpreter. He generates a keen momentum while allowing the music to breathe, and shows how subtly

Rossini embroidered the verbal jokes.

Perhaps it was too much to expect a staging of similar sensitivity. Denis Krief, an Italian pupil of Ponnelle, turned the performance into an A-to-Z of production tricks. The action, updated to the present, unfolded as a piece of pleasure-park entertainment, to which audience and chorus were introduced by Raimbaud in the guise of a magician. Ory snogged with "clients" inside a giant condom, dispensed wisdom from a psychiatrist's chair and consorted with go-go dancers. The stagework was polished and often funny, but it had more to do with an Italian variety show than the Gallic suggestiveness of Rossini's invention.

Opportunities to hear *Le comte Ory*, Rossini's sophisticated operatic comedy, are regrettably rare. You need a high tenor capable of traversing the vocal leaps with ease, a lyric soprano of wit and agility, and a conductor who understands the style. Small wonder it is usually encountered only at festivals.

So the Lausanne Opera's New Year production was doubly welcome. It introduced two singers of unmistakable quality, both of them American. Jeffrey Francis, who sang the title role, has won plaudits elsewhere in baroque opera, for which his even, cultivated timbre and strong stage presence are ideally suited. Now he

INTERNATIONAL
ARTS GUIDE

- **AMSTERDAM**
EXHIBITION
Stedelijk Museum
Tel: 31-20-5732911
● Emmy Andriess - fotografie: retrospective exhibition of work by the Dutch photographer Emmy Andriess (1914-1953), particularly known for the photographs she made in Amsterdam in the winter of 1944-45. The display includes fashion photographs, portraits of artists, and photographs Andriess made while travelling in Europe during the last project she worked on, which concerned the painter Vincent van Gogh; to Jan 14
- **BERLIN**
CONCERT
Philharmonie & Kammermusiksaal
Tel: 49-30-254890
● Symphony No.5: by Bruckner. Performed by the Berliner Philharmonisches Orchester, conducted by Günter Wand; 8pm; Jan 12, 13, 14
OPERA & OPERETTA
Deutsche Oper Berlin

- Tel: 49-30-3438401
● Die Zauberflöte: by Mozart. Conducted by Lawrence Foster and performed by the Deutsche Oper Berlin. Soloists include Amanda Halgrimson, Mariana Cioromita and Reinhard Hagen; 7.30pm; Jan 16
- **BOSTON**
EXHIBITION
Museum of Fine Arts
Tel: 1-617-267-9300
● Impressions of France: Monet, Renoir, Pissarro and their Rivals: this exhibition of approximately 90 works examines the nature of French landscape painting compared with paintings shown in the Paris Salon in the latter part of the 19th century. The Impressionist component includes landscape paintings by Monet, Renoir, Gauguin, Sisley, Pissarro and Cézanne. The Salon is represented by such artists as Corot, Daubigny, Chintreuil and Boudin; to Jan 14
- **CHICAGO**
OPERA & OPERETTA
Civic Opera House & Civic Theatre
Tel: 1-312-332-2244
● Don Giovanni: by Mozart. Conducted by Yakov Kreizberg and performed by the Lyric Opera of Chicago. Soloists include James Morris, Lucio Gallo, Luba Orgonasova, Frank Lopardo and Juliana Rambaldi; 7.30pm; Jan 13
- THEATRE
The Goodman Theatre
Tel: 1-312-443-3822
● Black Star Line: by Charles Smith. The world premiere of this epic drama centering on the life and times of black leader Marcus

- Garvey. Tazewell Thompson directs a cast of 21, portraying twice as many characters including such historical figures as African American leader W.E.B. DuBois and black cosmetics magnate Madame C.J. Walker; Tue (Feb 6, 13), Wed, Thu, Sun 7.30pm, Fri, Sat 8pm, Thu (Jan 25, Feb 1, 8), Sat (Feb 3, 17), Sun 2pm, Mon (Jan 22) 7pm; from Jan 12 to Feb 17
- **DRESDEN**
OPERA & OPERETTA
Sächsische Staatsoper Dresden
Tel: 49-351-48110
● Friedenstag: by R. Strauss. Conducted by Stefan Soltesz and performed by the Sächsische Staatsoper Dresden. Soloists include Hans-Joachim Ketschian, Sabine Brohm, Luana DeVol, Andrea Iile and Tom Martinens; 7.30pm; Jan 16
- **HELSINKI**
OPERA & OPERETTA
Opera House Tel: 358-0-403021
● Die Fledermaus: by J. Strauss. Conducted by Ari Angervo and performed by the Finnish National Opera. Soloists include Jukka Salminen, Ritva-Liisa Korhonen, Pekka Kähkönen and Eeva-Liisa Saarinen; 7pm; Jan 13, 16
- **HOUSTON**
EXHIBITION
The Menil Collection
Tel: 1-713-525-9400
● Edward Kienholz: 1954 - 1962: the exhibition explores the early mature works of the American artist Edward Kienholz (1927 - 1994), as he made the transition from Abstract

- Expressionist painting to assemblage-based sculpture. The exhibition includes "Roxy's", Kienholz's first full-scale tableau, created in 1960 - 61; to Jan 14
- **LEIPZIG**
OPERA & OPERETTA
Oper Leipzig Tel: 49-341-1261261
● Carmen: by Bizet. Conducted by Jiri Kout and performed by the Oper Leipzig and the Gewandhausorchester. Soloists include Cornelia Helfrich, Hendrikje Wangemann, Ernesto Grisolés and Tomas Mowes; 6pm; Jan 14
- **LONDON**
CONCERT
St John's, Smith Square
Tel: 44-171-2221061
● David Good: the organist performs works by Goehr, Grimley and Holloway; 6pm; Jan 12
EXHIBITION
Dulwich Picture Gallery
Tel: 44-181-6935254
● Death Passion and Politics: Van Dyck's Portraits of Venetia Stanley and George Digby; this exhibition explores the histories and themes surrounding the portraits "Venetia, Lady Digby on her Deathbed" and "George, Lord Digby, later the 2nd Earl of Bristol" by Van Dyck. The exhibition includes several other portraits by Van Dyck, Digby family correspondence and publications by Venetia's husband Sir Kenelm Digby; to Jan 14
- **MUNICH**
EXHIBITION
Villa Stuck Tel: 49-89-4555510

- Loie Fuller. Getanzter Jugendstil: exhibition devoted to the American dancer Loie Fuller (1862 - 1928), who was one of the leading figures in the Paris of the fin de siècle and a source of inspiration for contemporary artists such as Rodin; to Jan 14
- **NEW YORK**
EXHIBITION
The Metropolitan Museum of Art
Tel: 1-212-879-5500
● Hiroshi Sugimoto: exhibition of work from four series by this young Japanese photographer, including photographs of movie palace interiors and of the thousand Buddhas at the Sanjusangendo temple in Kyoto; to Jan 14
- **PARIS**
CONCERT
Salle Pleyel Tel: 33-1 45 61 53 00
● Chantal Perrier-Layec: the harpsichord-player performs works by J.S. Bach; 8.30pm; Jan 13
Théâtre des Champs-Élysées
Tel: 33-1 49 52 50 50
● La Truite: cellist Pieter Wispelwey performs J.S. Bach's "Cello Suite No.1", violinist Philippe Graffin, cellist Toralf Theodéan and pianist Jeremy Menuhin perform Schubert's "Piano Trio No.2", and violinist Gérard Poulet, viola-player Vladimir Mendelssohn, cellist Frans Helmerson, double bass-player Wolfgang Götter and pianist Jean-Louis Steuerman perform Schubert's "Piano Quintet in A major (Die Forelle)"; 8.30pm; Jan 13
THEATRE
Comédie Française, Salle Richelieu Tel: 33-1 40 15 00 15

- Le Misanthrope: by Molière. Directed by Simon Eine. The cast includes Alain Pralon, François Beaulieu, Dominique Constanza and Yves Gass; 8.30pm; Jan 13, 15, 17
- **STOCKHOLM**
DANCE
Kungliga Teatern - Royal Swedish Opera House Tel: 46-791-4300
● The Nutcracker: a choreography by Jens Rosen to music by Tchaikovsky, performed by the Royal Swedish Ballet. Soloists include Nathalie Perraz, Eva Nissen and Christian Rånbe; 6pm; Jan 13
- **STUTTGART**
OPERA & OPERETTA
Staatstheater Stuttgart
Tel: 49-711-20320
● Die Zauberflöte: by Mozart. Conducted by Janos Kulka and performed by the Oper Stuttgart; 7pm; Jan 14
- **VIENNA**
OPERA & OPERETTA
Burgtheater Tel: 43-1-514442960
● Die Dreigroschenoper: by Weill. Conducted by Peter Kerschling and performed by Paulus Manker; 7pm; Jan 12, 13
- **WASHINGTON**
OPERA & OPERETTA
Eisenhower Theater
Tel: 1-202-467 4600
● Il Barbiere di Siviglia: by Rossini. Conducted by Heinz Fricke and performed by the Washington Opera; 7.30pm; Jan 12, 15

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Financial Times Business Tonight

COMMENT & ANALYSIS



Peter Martin

Squeezing out the profits

The turnaround of a US company from near-bankruptcy into potentially the world's biggest packaging group illustrates how to make money from a mature market

This is a story about the ultimate mature market: tin cans, among the earliest mass-produced objects still in daily use. How do you make money from a market so mature where the product is universally seen as a commodity? The answer is vividly illustrated by the takeover bid, now at last under way, by Crown Cork & Seal of the US for Carnaud MetalBox (CMB), the Franco-British company.

Crown, which gets its name from its original product, the "crown" bottle cap, probably knows more about squeezing profit out of mature markets than any other company in the world. In 1957 it was nearly bankrupt. Now, if the CMB deal goes through, it becomes the world's biggest packaging company, with sales of more than \$10bn a year.

The story of its turnaround is one of the Harvard Business School's most celebrated case studies. The hero is John Connelly, son of a Philadelphia blacksmith, who pushed his way on to the Crown board in November 1956 and became president a few months later after the bank threatened to pull the company's loan.

Connelly, a man of boundless energy, was astonished at what he had inherited. Senior executives spent their time winning and dining each other at country clubs. At one plant, he found workers playing cards, sleeping or building a bar for their boss. At another, a Fortune article of the time describes him sitting through a litany of complaints about unreasonable clients. "He hadn't known what to make of Crown, he said, but now he knew it was something truly unique in his business life - a company where the customer was always wrong."

Over the next 30 years, Connelly cut costs, invested heavily in the company's areas of strength, and instilled an attitude of intense customer service. Rival can-makers, disheartened by the industry's brutal price compe-

tion, sold him their operations on the cheap. He bought back shares whenever possible. And he kept on cutting costs. Overheads were a particular target. Selling and administrative expenses fell from 12 per cent of sales in 1956 to an astonishingly low 2.8 per cent in 1990.

That was the year Connelly died, still chairman at the age of 85. His homegrown successor, William Avery, inherited Connelly's parsimony, but not his aversion to debt. Since 1990, he has stepped up the pace of acquisitions; the CMB deal is the biggest yet.

Both Crown and CMB are themselves the result of a string of previous mergers. So one answer to the question of how to profit in a mature market is to merge in search of scale. But mergers often create more problems than they solve: for example, the merger that created CMB, between France's Carnaud and Britain's Metal Box, initially produced a state of internal warfare. In industry after industry, scale has proved an amplifier: it can enhance the impact of successful policies, but also magnify the weaknesses of poor management, turning two mediocre companies into a single disaster.

So what are the successful mature-market policies that Crown has been able to amplify by the judicious search for scale? Seen from the outside, there are three.

First, to avoid radical diversification. Few industries have diversified as dizzily as the can-makers. They started decades ago: one of Connelly's first acts at Crown was to cancel an unsuccessful move into ice-cube trays. But that was a modest move compared with Crown's three much bigger rivals, American Can, National Can and Continental Can - none of which remains in the can-making business.

After flirting with paper cups, dress patterns, chemicals and other types of packaging, American Can diversified

into financial services, under the inspiration of former 1960s whizz-kid Mr Gerry Tsai. It changed its name to Primetia and sold its can lines in 1986 to Nelson Peltz and Peter May. They already owned National Can, which had never quite recovered from an unsuccessful foray into pet foods and vegetable canning. Peltz and May sold the combined group to France's Pechiney, which still owns it.

Continental diversified into forest products, then sold out to a construction and mining group, which passed on the business to Crown. Its name survives today because it was bought (along with a few former Continental assets) by a company formerly known as Vitech.

This frenzy of deal-making makes Crown's steadiness of purpose the more striking. It has widened out its activities geographically - the CMB deal is just the latest step in a process that led to more than half the company's operating profits coming from outside the US by the time of Connelly's death. And it has diversified

cautiously within the packaging business, first into aluminium cans and now into plastic containers, in which it sees its future growth. But it has remained entirely committed to its basic businesses, and has continued to invest in them.

The second policy dates back to Connelly's disastrous initial plant tour. Ever since, Crown has placed a big emphasis on customer service. Cans are probably the original just-in-time component: customers hate stockpiling them but may find their needs drastically affected by changes in the weather or the harvest. So Crown has competed partly by its readiness to meet sudden surges in customers' demand.

As well as meeting customers' needs, however, Crown must also make money out of the relationship - hence the search for scale. Traditionally, the canning business was squeezed between big, oligopolistic suppliers of steel and aluminium and a handful of giant penny-pinching customers, the global food and beverage processors. All the cus-

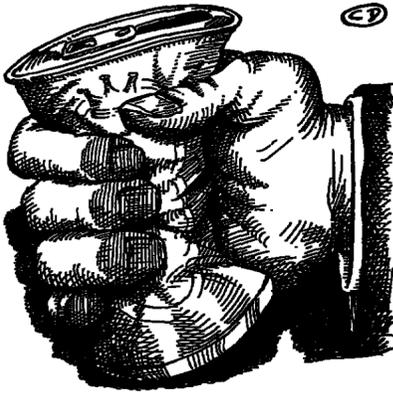
tomers could do little to prevent the squeeze on margins.

After the CMB merger, says William Avery, "we are now large enough that we match in size our suppliers and our customers". That should provide both the ability to offer customers a more truly world-wide service - and the opportunity to drive a better deal while doing so.

Still, margins on packaging are always likely to remain tight. Which means that the third Crown policy - relentless focus on costs - is as relevant as ever. "We have to take the fat out of CMB," Mr Avery told the FT's Andrew Jack this week. "We want to concentrate on what our customers want, not our employees." He expects to see a one percentage-point drop each year in the ratio of CMB's selling and administrative costs to sales, to bring them closer to Crown's 2.8 per cent from their present 3 per cent. His target for the next few years is to get them to between 5 per cent and 6 per cent.

There is one other ingredient in the Crown story that is relevant to all companies operating in mature markets: strong leadership, keeping managers and workers enthused and energetic in a struggle which must sometimes seem unglamorous and unrewarding. Otherwise, it is easy to slip into pointless diversification, slack customer service and a resigned acceptance of decline.

A story told about Connelly, recounted by Fortune in 1962, illustrates the way one man's example can set the standard for a whole corporation: "An associate recalls driving to his home in the predawn blackness to pick him up for a flight to a distant plant. The Connelly house was dark, but he spotted a figure sitting on the curb under a street light, engrossed in a loose-leaf book. Connelly's greeting, as he jumped into the car, 'I want to talk to you about last month's variances.'"



FIRST WORLD, THIRD WORLD By William Ryrie
St Martin's Press, \$39.95

Weed that can strangle economic growth

As a senior economist in the World Bank's India Division 20 years ago, I asked an official responsible for granting industrial licences whether he would respond favourably to a proposal for a new investment which would undercut existing producers. He responded with astonishment at the idea that the ability to produce a product more cheaply could justify additional capacity in what the authorities deemed to be a saturated market.

Given such attitudes, it is hardly surprising that India failed to raise overall manufacturing productivity during its decades of controls on industrial capacity. More surprising was the World Bank's support for a country with policies that were so perverse. Some of what the bank was doing in India was beneficial. But its most significant impact, I concluded, was to help sustain indefensible policies.

On the basis of far richer experience, Sir William Ryrie, a former mandarin in the UK Treasury, permanent secretary of the Overseas Development Administration and head of the International Finance Corporation, the private-sector affiliate of the World Bank, has reached similar conclusions. In this admirably clear and trenchant book, he argues that "the aid movement has lost its way".

The moral and political arguments for supporting aid aimed at development in the third world are, states Sir William, "sound and valid, subject to one overriding consideration. Everything depends on whether we can honestly believe that aid can and will produce successful results in practice. The difficult questions about the international development effort are not, in my view, about issues of principle, but about practicability."

Unfortunately, many of the flowers fertilised by aid have

turned into weeds. In 1980, for example, Ghana's income per head was higher than Korea's; by 1990 it was a 15th of the Korean level. Aid was not the difference between these two countries, policies were.

Economies founder when governments attempt too much. Unfortunately, aid encouraged governments to do just that. This was partly because many of those involved were interventionists, but also "because aid activity consisted of transferring resources to governments for use by governments".

Sir William argues that the impact of aid in many cases has been positively harmful. It has financed inefficient public enterprises, strengthened the position of corrupt rulers and impoverished countries.

His recommendations are as forthright as his analysis. Most important, the "basic test of development success must be economic growth", because "if poverty is to be attacked successfully, the economy as a whole must grow". Moreover, since only a dynamic market economy can produce the desired result, the main challenge to aid donors is to put poor countries on the path of rapid market-led development.

Sir William argues for two principal criteria in allocating official aid:

- It should be used only for investments which the private sector (domestic or foreign) will not undertake, or where there are compelling reasons of public interest why they should be undertaken by the state and not the private sector.
- It should finance only priority investments (and not recurrent expenditures) which are likely to earn a high rate of return for the country.

As is to be expected of someone who headed the IFC for almost a decade, Sir William believes international institutions can help promote private enterprise. He stresses, in particular, support for capital

markets, small business and large-scale private investments in infrastructure. He notes, however, that aid has too often thwarted private investment by financing inefficient public-sector alternatives.

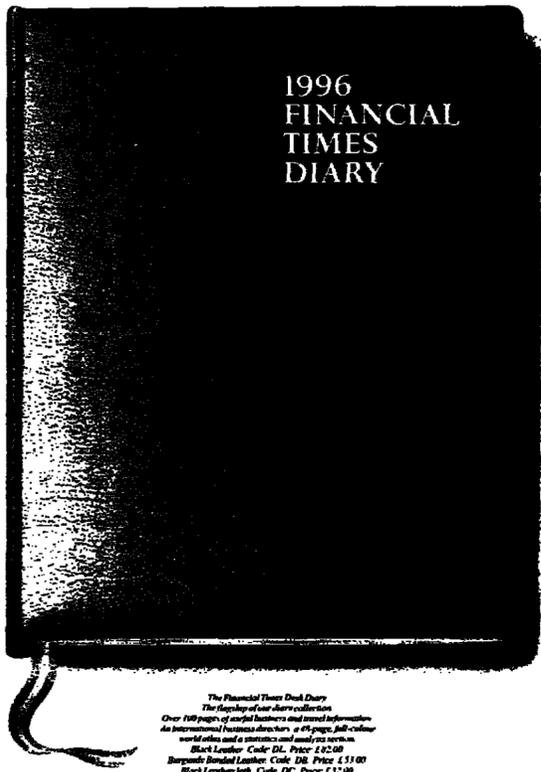
Where would such a reconsideration leave the World Bank, the colossus of development agencies? This is the question now facing Mr Jim Wolfensohn, its president since last summer. The World Bank, argues Sir William, is overstuffed, inward-looking and overly academic. But it is also too often unfairly criticised "by people for whom the size and power of the World Bank is a natural object of hostility".

Mr Wolfensohn's task "is to adapt the institution to the... changing world of the market economy". In this world private capital markets play a much larger role and the bank's role must be different and smaller. His challenge "is to wean the institution away from... habits which are at odds with the market philosophy; to make it acknowledge failure where there has been failure;... and adopt a humbler, more self-questioning attitude to the whole business of international aid".

If aid is to survive, it must indeed be rethought. The World Bank should, for example, forget the notion that the amounts of money it transfers is any indicator of its development impact. Aid should never be provided to countries that are reluctant to accept private investment or run economically damaging policy regimes. It should instead be concentrated on those projects and countries where it can make a substantial difference. But aid should not be allowed to become a government's preponderant source of funds for an indefinite period.

Sir William is to be congratulated for writing this wise and important book. It deserves careful attention from all those interested in the aid business.

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LETTERS TO THE EDITOR

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Public pressure needed for EU landmines ban

From Mr Jan-Willem Bertens MEP.

Sir, Your article on landmines is a "perfect defensive soldiers" who refuse to stop killing" (January 6/7), conveys very well the vast scope of the problem caused by mines and the relative uselessness of mine-clearing efforts when so many more new mines are laid each year.

Your writer refers to the idea of banning landmines as utopian. To have as at least a longer term aim the complete prohibition of anti-personnel mines (though not necessarily anti-tank mines) is the only way forward. The European parliament endorsed this aim, virtually unanimously, last June.

Moreover, although international agreement must be sought, we do not have to

Civil servants in UK as non-executive directors

From Mr Roger Freeman MP.

Sir, I was surprised to see from your leader "Bad handling" (January 10) that the Financial Times was putting itself in the forefront of a campaign against civil servants being able to hold non-executive directorships as part of senior management development.

As you say, the holding of non-executive directorships - of which there are now about 80 - is just one of a number of "interchange" programmes of economic, attachments and joint training which have been developed over the years. But it is an important and highly valued one, undertaken with the support of the Confederation of British Industry and a range of leading companies.

You yourself have written favourably about just this scheme in the past (most recently in July 1994) and interchange arrangements have actually been supported by successive administrations going back to the 1970s.

There is no confusion in the minds of any of those

Contributors to fashion

From Mr Richard Denyer.

Sir, Although I agree with some of the conclusions of your editorial "Dressing down in the City" (January 4), I have to say that its premise is wholly flawed. To assert that "fashion is essentially parasitic" is to ignore, among other factors, the contribution of science, technology, market analysis and aesthetic design to the development of natural and manufactured fibres, yarns, fabrics and garments.

Without the significant creative contributions of

Incomprehensible UK tax laws need simplifying

From Prof D.R. Myddelton.

Sir, For the third year running the Finance Bill contains about 400 pages to add to the huge mass of incomprehensible verbiage that constitutes tax law in the UK. Do those responsible not realise the need for fewer and simpler rules, or are they merely incompetent?

In 1955 the Royal Commission on taxation said: "Two factors dominate every approach to suggested improvements to the system of taxation: one is its weight and the other is its complexity." It seems evident that the weight of Britain's tax system largely causes its complexity.

In 1979 the Conservative party's election manifesto said: "Taxes take too large a share of national income; their share must be steadily reduced." Taxes then took about 45 per cent of the national income and they take the same

Keeping an eye on the papers

From Mr Andrew Thompson.

Sir, Christopher Dunkley's claim ("Why jokes are not criticism enough", January 10) that *What the Papers Say* represents television's sole attempt to monitor the press suggests that he turns on his set far too late in the day.

Every weekday morning BBC1's Breakfast News includes a high quality review of that day's papers. Its regular reviewers include Sir Bernard Ingham, Matthew Parris, Frances Edmonds and Michael White. They offer a daily dose of trenchant and witty criticism.

And Dunkley need not go hungry on a Sunday either, when *Breakfast With Frost* always includes a substantial paper review.

While understanding his sadness at the diminution of *What the Papers Say*, Mr Dunkley and the public should be assured that the BBC's Breakfast programmes keep a very close eye on newspapers.

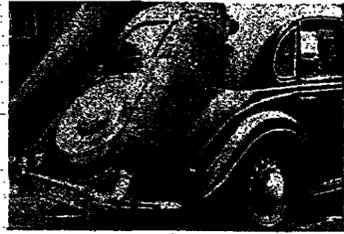
Andrew Thompson, deputy editor, news and current affairs, BBC, Television Centre, Wood Lane, London W12, UK

صكنا من الاصل

Smog clears over carmakers

The withdrawal of a deadline for selling non-polluting vehicles in California has cheered the car industry, writes Haig Simonian

The bosses of America's car companies had good reason to be cheerful when they opened the Detroit Motor Show last week. Days before the gala opening, California's environmental legislators had watered down plans to force carmakers to increase sales of non-polluting vehicles by 1998.



Nothing new: early gas-powered BMW



Filling up a modern BMW with gas



General Motors EV1 electric car

US carmakers' sales of vehicles using alternative fuels

Fuel	1992	1993	1994	1995
Methanol				
General Motors	1,250	180	-	-
Ford	-	2,500	2,500	2,500
Chrysler	-	8,588	4,570	832
Ethanol				
General Motors	50	320	-	-
Compressed natural gas				
General Motors	2,100	2,000	-	-
Ford	-	-	-	100
Chrysler	648	445	1,620	910
Liquefied petroleum gas				
Ford	-	600	700	2,500

Source: companies

environmentalists because it can be made from renewable natural sources such as crops, cellulose or even agricultural waste. But its usefulness is restricted by the lack of any infrastructure to make or deliver it to the motorist. The strongest political support for ethanol comes from midwestern agricultural states, which have seen a potential new outlet for their big corn crops.

For the moment, the most readily available alternative fuel is liquefied petroleum gas (LPG), a by-product of oil refining which powers around 1m vehicles worldwide. Its main advantage is that it has a relatively high energy content while being appreciably cheaper than petrol or diesel in most countries. But while offering acceptable pollution levels, it is seen as an unsatisfactory compromise which offers less of a reduction in emissions than other alternatives. LPG "is not stellar in any one respect", notes Mr Teague.

The wider use of electric cars looks likely to await developments in battery technology, to replace the bulky lead-acid batteries of today. "The ideal battery would be very small, weigh little, store huge amounts of power, deliver it all instantly and be quickly and fully rechargeable," says Mr Gerald Barnes, an engineer at General Motors. "It must also retain its rechargeability without degrading, be reasonably cheap and remain safe in an accident."

Even recent variants such as lithium, nickel-metal hydride or sodium sulphur (being used by Ford in its EcoStar van) hold just a fraction of the energy in an equivalent weight of petrol or diesel.

Despite this, electric vehicles have become popular in some European countries, including France where there is strong state support. Buyers of electric cars qualify for a FF15,000 (\$3,000) government grant to reduce the additional cost over conventionally powered vehicles. France has also been operating the world's biggest trial programme for electric cars, involving Peugeot-Citroen, in La Rochelle. Next year, a new experiment, called Tulip, will test demand in Tours for specially designed urban electric cars, which can be rented and returned after short periods, much like taxis.

Sweden is also experimenting with electric cars, for use by municipal organisations and other urban agencies. In November, Newtek, a Swedish state agency testing the new technology, ordered 150 Clio electriques from Renault of France. The order is expected to be increased soon to 500.

Political backing in France is influenced by the relative abundance of cheap, nuclear-generated power. Even California's embrace of the electric car has been tinged by the fact that most locally generated electricity comes from relatively clean natural gas plants, rather than dirtier fossil fuels. Critics say the only zero-emission electric vehicle is one whose electricity is generated over the state border in New Mexico.

Although the California air resources board has suspended its 1998 deadline, it remains committed to imposing targets for the number of zero-emission vehicles. And it has written a promise from the motor industry to sell about 2,000 electric vehicles in Los Angeles and Sacramento, which have the worst smog records, between 1998 and 2000.

But the dominance of petrol and diesel is unlikely to be challenged until new fuels, such as hydrogen, move from the test bench to the test track, or batteries become lighter and more powerful. Meanwhile, carmakers can continue to produce limited numbers of vehicles powered by alternative fuels, secure in the knowledge that their main business can roll on unchallenged.

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Thursday January 11 1996

Let Airbus fly free

Reversals of fortune can be brutally swift in commercial aircraft manufacturing. A year ago, the European Airbus consortium was rejoicing at having won more annual orders than Boeing for the first time, while the US company was beset with job cuts and falling profits. Today it is Boeing which is flying high. It captured about two thirds of world orders last year and has outstripped its European rival particularly strongly in buoyant Asian markets.

The success of Boeing's newly launched 777 model, the unique and enduring appeal of its 747 jumbo jet and the weak dollar have all contributed to the company's recovery. However, the Airbus consortium should not view its recent setbacks simply as a short-term problem, which reflects transient advantages enjoyed by its US competitor. If Airbus is to prosper, it needs to grasp this opportunity to tackle deep-rooted weaknesses in its own operations.

Since the European consortium was formed 25 years ago, it has established an impressive record of producing technologically innovative aircraft, closely matched to world demand. However, it is severely handicapped by an ungainly commercial structure, which rewards inefficiency and frustrates sound management.

As a *groupement d'intérêt économique*, a form of French organisation popular among small businesses, Airbus is not obliged to keep proper accounts. Management is split between the consortium and its four industrial partners. While the former mainly handles marketing, production is shared between Aérospatiale of France, British Aerospace, Dasa of Germany and Casa of Spain. The result has been to complicate decisions, thwart scale economies and encourage each company to maximise its share of contracting and profit, at the expense of the venture's overall interests.

Proposals to modernise Airbus' corporate structure have been discussed for a decade, without

result. The idea has recently returned to favour, spurred by fiercer competition and growing pressures for consolidation in the aerospace industry. Yet it is unclear that what needs to be done is yet fully recognised.

Turning the consortium into a company would be a cosmetic exercise, without other radical changes. To be internationally competitive, Airbus needs drastically to cut its production costs. Only Bae has so far attacked the problem successfully. Heavy losses have recently compelled Dasa to restructure, though it may still not have done enough. The state-owned Aérospatiale has yet to face up to the challenge.

Furthermore, Airbus needs a strong independent management which controls the entire business, from design to sales. Getting the structure right will involve politically sensitive decisions about the assignment of industrial assets now owned by the partners. Above all, it will require a much clearer distinction between shareholders and contractors. Confusing the two roles has been one of the venture's fatal weaknesses. An effective Airbus management must be able to award contracts to the most competitive suppliers, and not be bound to favour its shareholders.

Longer term, European aerospace companies must be prepared to see their equity stakes in Airbus fall. Developing new products requires large sums of outside capital, which international trade rules prohibit European governments from providing any longer - even if they could afford to. Private investors are unlikely to oblige if they suspect Airbus is still controlled by and for the benefit of its traditional shareholders.

Changing such attitudes will not come easily. But it is unavoidable if Airbus' future is to be secured. Europe has too much invested in the project to allow it to be held hostage to narrow self-interest and inertia among its national shareholder-contractors.

Bids and bosses

The British system of corporate governance is often criticised for overdependence on hostile takeovers to remove underperforming management. Yet for once, in the case of the Granada bid for Forte, it appears to quite good advantage. Forte, unlike some targets of predatory attention, has underperformed. The nature of the battle is such that shareholders are being offered a genuine choice between two clearly differentiated sets of strategies and managers. Whoever wins, Forte will emerge a better managed company for the experience.

That said, the process involves huge transaction costs payable to City institutions and advisers. There is the possibility that the bidder, in this as in other cases, may ultimately be found to have overpaid. And there is the risk that the substantial borrowings raised to finance the bid could leave the balance sheet overstretched if the difficult than cheerfully predicted at the height of the battle. Forte, moreover, is an unusually suitable case for takeover treatment, in that its relatively untechnical business is comprehensible to the average fund manager.

The case for the alternative way could be glimpsed yesterday at J.Sainsbury, which has been criticised for poor recent share price

performance and for leaving Mr David Sainsbury in the role of both chairman and chief executive. Pressure from institutional shareholders almost certainly contributed to the top management reshuffle unveiled by the big food retailer. In many, perhaps most, cases that is surely a more cost effective way to bring about managerial change.

Unfortunately systematic evidence does not exist in the UK to demonstrate the results that can be achieved by pressure from investment institutions. But the US has increasingly compelling data on this score. Successive studies commissioned by the California Public Employees' Retirement System (Calpers), which controls nearly \$100bn of assets, have established that the return from Calpers' corporate gleaning is very worthwhile.

A wider recent survey by the US Council of Institutional Investors, which speaks for pension funds with \$800bn under management, found that its efforts to co-ordinate shareholder activism at 97 underperforming companies had yielded significant benefits, measured by a variety of performance yardsticks. There is, of course, more than one way to skin a cat. But if prevention is opposed to cure, it is the most cost-effective that should surely be the institutional owners' first choice.

Goodbye Tel

If there were shares in England Football plc, they would probably trade lower today. Mr Terry Venables' short reign as coach of the national football team may not feature in future editions of management textbooks, but it is a case study of how not to hire a manager. The episode casts doubt on the judgment of the board, otherwise known as the Football Association, while his departure does nothing to cure underlying problems of the game.

Yesterday, Mr Venables announced he would quit his job after this summer's Euro 96 tournament. He has been dogged by allegations about his business affairs, before and after starting the job in January 1994. He has said he is determined to clear his name, but has told the FA that time-consuming legal battles later this year could interfere with England's efforts to reach the finals of the 1998 World Cup.

The FA could not have predicted that such allegations would perturb nor can it foresee the outcome. But it was aware of many of them when it chose him, and said

that it wanted him for his skills as a coach not as a businessman. Having taken that stand, it should have backed him more vigorously. In a break from custom, his contract did not run through to the next World Cup. Since then, some members of the FA's International Committee have appeared uncertain about extending his contract. The first lesson of this affair is that top managers need overt support if their appointment is to stand a chance of success.

Second, no-one is indispensable. Mr Venables was not "the only man for the job" as many suggested at the time. If the FA had as many misgivings as it now seems, it should have picked someone else. There are always alternatives.

Third, it is unrealistic to make heroes of troubleshooters, only to disparage them when they disappear. Mr Venables has been moderately successful, but has not transformed English football as many hoped. That is not entirely his fault, given the players currently available. After his departure, that problem will remain.

OBSERVER

What's bugging us

■ Boris Yeltsin's image in the democracy stakes took another tumble yesterday with the nomination of Vyacheslav Tрубников as Russia's chief spokesman. Nothing wrong with the appointment itself, mind. Tрубников appears to be an identifiable Russian speaker who worked as a journalist in India and as an apparition back in Moscow headquarters.

■ It was Yeltsin's accompanying comments which were well, a little spooky. "No leaders visited the Foreign Intelligence Service before me," boasted Yeltsin. "I was one of its frequent visitors." Tрубников said noted he is a highly skilled professional with a high authority among intelligence staffers.

■ The thought of Boris regally hobnobbing with Russia's revamped KGB could make Washington's foreign policy community pretty jittery. Still, they should be able to bone up on Boris's visits first-hand, now that Tрубников's predecessor, Yevgeny Primakov has become foreign minister.

■ Time to dust off your CVs, guys. Walter Thiele, 75, an elderly

German millionaire, has advertised for a man to look after his beautiful 88-year-old wife and his fortune when he dies.

Thiele, whose off-beat inventions made him rich, boasted to Wednesday's Cologne-based Express tabloid that he had received hundreds of responses to his classified advert.

"The lowest bid and I love her, but naturally we think about the time after my death," he said.

"We decided to search together for a man who will get my inheritance."

Walter said he and his wife, Renate, would decide on the right man after face-to-face meetings with the best applicants.

Thiele is reputed to have made his fortune selling over 120 million battery-operated laughing machines worldwide.

However, his nickname - "The Laughing Bag Millionaire" - suggests that his latest offer may just be another one of his crazy inventions.

Free to deal

■ Is there life after Morgan Stanley? Bob Greenhill, the man with the brightest brass on Wall Street, is the latest Morgan Stanley man to find life tough going. He has just quit as chairman of Smith Barney to set up his own investment banking boutique.

The deal-maker who spent 30

years at Morgan Stanley was given the job of turning Smith Barney into a smaller banking powerhouse. However, Greenhill was never one for admin and his prowess as a deal-doer was not matched by his abilities as a manager. When he was president of Morgan Stanley he was not able to prevent serious ructions and turf wars between staff.

He joined Smith Barney in July 1993 and with the help of a number of his old Morgan Stanley colleagues spent his time on the road - and the golf course - seeking the big deals. Early successes, such as acting for Viacom in a couple of large acquisitions, did not continue.

Last year a number of the bankers from Morgan Stanley tried to return to their old firm but were rebuffed. But Greenhill has set his heart on running his own shop. Who knows, he may be as big a hit as his old Morgan Stanley chum, Eric Gleacher, who sold his five-year-old firm to NatWest for \$18m in October.

But at 59, time is not on Greenhill's side.

Theo-sophy?

Germany's finance minister Theo Waigel has not exactly been top of the pops in Italy since he dared suggest that his southern cousins were unlikely to qualify for monetary union first time around. Imagine the glee when it emerged

this week that the guardian of European financial probity had himself been pipped at the post and failed to meet Emu criteria last year.

"Jesus Christ is dead, Karl Marx is dead and even Germany doesn't feel very well," the Corriere della Sera chortled yesterday.

Theo Waigel isn't Woody Allen. It went on, "but even he, the immaculate unyielding silvermouth of the richest country in Europe, has to admit the inadmissible: if monetary union were to happen today, not even the Federal Republic, mother of all economic virtues, would find itself up to scratch on some criteria..."

Prime minister Lamberto Dini confined himself to a laconic observation to the effect that: "Waigel also said that Germany would make (the Emu criteria) in 1996."

Wrong number

■ A prisoner who escaped from a Californian jail was caught by police after he dialled the wrong number.

Mahn Matna, 27, escaped last Friday but was caught one day later when he dialled 911 for emergency services instead of 411 for assistance.

Officers responding to the call knew something was awry when they saw Matna wearing a shirt that read "Property of the San Mateo County Jail".

Financial Times

100 years ago

Proscribed in Turkey
Once more we have sorrowfully to admit that this journal is proscribed and "interdicted" in Turkey. The number of the Financial Times which was thus distinguished by the Ottoman authorities was that embracing the review of the year. Apparently the lengthy statement of facts therein contained was too much for the equanimity of the Sublime Porte, and thus for the second time our subscribers in Turkey are cut off from civilisation and the London Stock Exchange prices.

50 years ago

Plan for Malayan tin
In order that supplies of tin may be made available in this country [Britain] as soon as possible, the Colonial Office is preparing a plan to ensure that the machinery and plant of those Malayan tin mines least damaged during the Japanese occupation is given first priority for replacement and repair purposes. Companies whose equipment is more severely damaged will have to wait until the more easily-repaired plants are in operation.

Concern over livestock producers' rising costs EU imposes tax to curb surge in barley exports

By Deborah Hargreaves in London

The European Union will today impose an export tax on barley in an effort to restrict shipments, amid mounting concern over the amount of European barley being sent to the world market.

Six weeks ago, the EU imposed a tax on wheat exports which has effectively stifled trade and led to a sharp rise in wheat prices. The move has been severely criticised by many EU grain farmers and the US government.

Barley is used mainly for animal feed and malt, but poor harvests last year in the main producing countries have led to a tightening in supply, which has pushed up prices. World barley prices have doubled over the past year to \$210 a tonne.

The European Commission will operate a tendering system for barley sales similar to the one in

place for wheat, but it will accept only shipments which agree to pay a levy of three times ECUs (\$15) a tonne. This gives it more control over the market so that it can halt exports if they are running too high.

Mr Franz Fischler, the agriculture commissioner, is concerned that livestock producers, which face increases in feed costs of around 10 per cent this year, are

paying the price for buoyant world grain markets.

Estimates by the National Farmers' Union in England and Wales put extra feed costs at \$50m (\$77m) a year for pig and poultry producers.

EU barley exports for the last marketing year, which ran from July 1994 to June 1995, were approximately 6m tonnes, but in

the past six months, the EU has already exported 4.7m tonnes.

The Commission says it must try to ensure more stable prices for grains.

The new system requires exporters to tender for how much grain they plan to ship and how much levy they can afford to pay. The Commission can then select which shipments to sanction.

Germany is the largest barley producer in the EU, growing about 12m tonnes, with France and the UK producing around 7m tonnes each and Denmark 4m tonnes.

Last week, the US criticised the EU's move to restrict wheat exports saying that it sent the wrong signals to developing countries which need stable grain supplies.

Mr Dan Glickman, US agriculture secretary, yesterday stressed that the US would not take any steps to reduce its own exports.

Teamsters places adverts to drive home dispute

By Ronald van de Krol in Amsterdam

The International Brotherhood of Teamsters, the US trucking union, yesterday placed large advertisements in several newspapers in the Netherlands accusing Ahold, the Dutch supermarket group, of introducing a new distribution system which hurts the "poor and the elderly".

The Teamsters - once famed for links with organised crime - sent a senior official to the Netherlands this week, claiming that the streamlined grocery distribution system would mean that trucks making deliveries to Ahold's supermarkets would be unable to make stops along the way at smaller "mom and pop" shops.

They also argued that the construction of big supermarkets outside US city centres would harm inner cities.

Ahold is one of the top 10 operators in the US, with supermarkets from South Carolina to the Canadian border.

The Teamsters' advertisement, in the form of an open letter to Mr Cees van der Hoeven, the Dutch company's president, and headlined "An Appeal For Justice", attempted to play on Ahold's social conscience, saying:

"Poor people and the elderly have to rely on a declining number of shops, which have to charge higher prices in order to survive."

At the bottom of the letter, the Teamsters vowed to send another delegation to the Netherlands next month "in the hope of developing a dialogue that will result in better mutual understanding and co-operation".

Mr van der Hoeven has no plans to meet with the union. Ahold said the Teamsters' letter was "inaccurate and one-sided".

Company officials suggested the campaign was intended to bolster the union's standing in the US by picking on a foreign-owned company.

The new centralised distribution system, known as "cross-docking", means manufacturers deliver goods to a receiving dock on one side of a warehouse and the products are then loaded almost immediately on to trucks at a shipping dock on the other side for delivery to individual supermarkets.

Cross-docking, widespread in Europe, is also being introduced by many retailers in the US as a way of cutting costs, ensuring quick delivery and reducing the need for storage before onward shipment.

Ahold's chain in New York state, Tops, operates 93 neighbourhood shops and is due to open a new distribution centre.

Ahold said the social practices of its US subsidiaries could easily stand comparison with local competitors.

Russians in stand-off with rebels

Continued from Page 1

1," he said to enthusiastic applause at his party congress.

Before leaving for a memorial service for former French president François Mitterrand in Paris, Mr Yeltsin vowed the Chechen terrorists would be punished, but insisted that the hostages' lives must not be jeopardised. "Bandits are bandits, one cannot trust them," Mr Yeltsin said.

But the president appears reluctant to step up military activities ahead of the elections and is still seeking a political settlement with Mr Doku Zavgayev, the Chechen leader elected in a contentious, and possibly fraudulent, poll last month.

Mr Dzhozhikar Dudayev, the rebel commander whose son-in-law masterminded the raid on Kizlyar, appears in no mood for compromise and said "more serious events" would follow the latest attack. "War is just beginning," the Interfax news agency quoted him as saying yesterday.

Journalist

Continued from Page 1

town in Ogoniland, in the oil-producing Rivers State, where there have been protests against pollution and demands by local people for a greater share of revenues. Nine Ogoni minority rights activists, including author Ken Saro-Wiwa, were hanged in November, after being found guilty of murder of four chiefs.

The trial was widely condemned, and the executions provoked international condemnation.

Syria pledges to step up talks on peace with Israel

By Julian Ozanne in Jerusalem

Syria yesterday indicated a greater commitment to peace with Israel by saying it was ready for "continuous negotiations" until the two sides formulated an agreement.

The Syrian announcement, in the official newspaper Al Baath, coincided with the arrival of Mr Warren Christopher, US secretary of state, in Israel at the beginning of a shuttle mission between Jerusalem and Damascus.

A senior Israeli official said the higher level of Syrian commitment could mark a decisive turning point in talks between the two countries.

The official said Israel's recent peace accords with Jordan and the Palestine Liberation Organisation only came about after both sides had made similar agreements to talk about all the details of peace until they reached a deal.

The Al Baath newspaper said: "If there is anything new in the Syrian position, it is readiness for continuous negotiations that would end with results which give peace what it requires and gives the region security," adding that "great hopes" were attached to Mr Christopher's visit.

King Hussein of Jordan also arrived in Israel yesterday on his first official visit, becoming only the second Arab head of state to do so.

Israel's prime minister Shimon Peres lauded the king's visit as a sign of the warm relations that can exist between Israel and an

Arab country.

The visit, made in spite of Jordanian opposition to the normalisation of relations with Israel, was regarded as a signal to Syria about the type of relations Israel would like to have with Damascus.

On his way to Israel Mr Christopher urged both Israel and Syria to speed up their negotiations. "We've come to a critical point in the negotiations where they need to begin to coalesce on some of the main issues. They need to bring them together and move forward at an intensified pace."

Mr Christopher said two rounds of talks in the US over the past month had made solid progress. Most notably, the two sides had moved from discussing one issue at a time and were now discussing all aspects of a settlement, allowing them to calculate trade-offs between one issue and another.

Both sides, he said, needed to make progress and concessions on issues of substance in the coming months before Israeli elections in late October.

"Anyone can simply see by looking at the calendar that there'll be required intensification of the process and acceleration of the process," he said.

Israeli officials said hopes for an intensification of talks, expected to resume in the US around January 22, lay with Mr Christopher's ability to persuade Syria to expand its negotiating delegation to include a senior military officer and a senior economic official.

THE LEX COLUMN Downwardly mobile

The main message from Motorola's miserable fourth quarter results is that the US mobile phone handset market has become subject to vicious price competition. When demand for mobile phones was growing at around 60 per cent a year, manufacturers were in a strong position. But with volume growth slowing to less than 20 per cent last year, a price war has been unleashed. Though Motorola once had a technological lead with its MicroTac "flip-phones", little now differentiates its products from its rivals.



Motorola's main European rivals - Ericsson and Nokia - stress that its difficulties have little immediate relevance for them. Ericsson has no exposure to the US "analogous" phone market, the focus of the price war. Digital handsets, a technology only just taking off in the US, are not as exposed to discounting. Moreover, it is not as though Motorola could dump US analogue handsets on the European market; they would not work.

That said, Ericsson and Nokia are not immune. Motorola reported lower handset orders in Europe, suggesting the competitive pressures are crossing the Atlantic. Longer term, a threat is posed by new entrants from Europe and the Far East, like Samsung, which are cracking the complexities of digital technology. As they ramp up capacity, the price war raging in the US analogue market will probably spread to the digital arena.

refinance their mortgages. Quite apart from setting a bad precedent, the maths of such zero-coupon bonds are unappealing. Eurotunnel would probably need £200 in cash from the bonds. But if no interest were paid for 10 years and one assumed a yield of 7 per cent, the bonds would have to be issued at half face value. So once 10 years were up, Eurotunnel would be paying 7 per cent on £200. Since that would be on top of its existing interest bill, the group would be right back to square one. France may be tempted by the plan; it has swept problems under the carpet before, notably in last year's Crédit Lyonnais bailout. But the UK will almost certainly kill the idea.

Eurotunnel

One has to admire Eurotunnel's latest attempt to square its impossible financial circle. Since it cannot afford the bill on its £200 debt, it proposes to issue "zero-coupon" bonds that will not pay interest for 10 years. That would cut its debt and provide cash to pay the interest on its remaining borrowings. Since no sane investor would buy such bonds if backed by Eurotunnel alone, the company proposes the French and UK governments should guarantee them.

The scheme may be clever, but it is hard to imagine it has a snowball's chance in hell of being accepted. If the European Commission turned a blind eye to a blatant breach of its anti-subsidy rules, every company on either side of the Channel would clamour for similar treatment. Britain's hard-pressed homeowners would also lobby for cheap zero-coupon loans to

Dun & Bradstreet

The fashion for Wall Street demagogues continues unabated. Having expanded by acquisition in the company-friendly 1990s, Dun & Bradstreet is now breaking itself up. And the business information group has won an enthusiastic response, with the shares rising 7 per cent in early trading.

The reaction is justified. After 10 years of consistent stock market under-performance, investors were bound to be relieved at any signs of change. Moreover, the structure of the break-up is designed to cater for specific stock market tastes. Cognizant, the largest of the three new pieces, comprises the faster-growing marketing information businesses, which should attract the growth funds. Dun & Bradstreet, which also includes the Moody's debt-rating agency, will re-emerge as a steady growth business

with a high dividend pay-out, thereby attracting yield investors. Meanwhile, the runt of the litter, A.C. Nielsen, should be rated as a recovery or even takeover situation, and it usefully removes what has been a substantial drag on Dun & Bradstreet's shares. As a result, the separate stock market valuations should considerably exceed that of the previous whole.

This is all purely financial and it is difficult to see how this deal will generate much more in underlying profits. However, the three businesses have distinct customer bases and different competitors. So it is much harder to fathom why they were put together than why they should be lived off once more.

J. Sainsbury

J. Sainsbury had to do something to stop the rot. But yesterday's reorganisation, splitting the roles of chairman and chief executive, failed to impress the market. Mr David Sainsbury's concentration on the single role of chairman was welcome enough. But there was disappointment that Mr Dino Adriano, the man behind Homebase's record-breaking performance, will not start running UK supermarkets for almost two years, while a second chief executive, to run the other businesses, is yet to be appointed. Reservations are understandable; the transition period may mean further delay in tackling Sainsbury's declining sales volume. But in practice Mr Adriano is likely to get to grips with the supermarkets business before the official assumption of his new role.

Recovering lost ground will be difficult, even with lesser attention to pricing and marketing. But success at Homebase and Shaw's, its US food retailing business, shows management has not altogether lost its touch. Furthermore, with profits growth under pressure throughout UK food retailing, Sainsbury should benefit from its diversification. The US business accounts for only 5 per cent of profits, but this would rise if, as expected, the group bought out the rest of Clark.

A leading statement from Sainsbury later this month is likely to show continuing under-performance during the Christmas period. But that is already in the price. Since the stock no longer enjoys a premium to the sector following last year's dire performance, it may be time to buy.

Lex comment on the Personal Investment Authority, Page 18

FT WEATHER GUIDE

Europe
A wavering frontal zone will continue to bring rain, snow and strong southerly winds to Norway. Only southern Sweden will have clear periods. High pressure over Russia will keep the Balkan states and the Ukraine mainly dry. A frontal system associated with a depression west of the British Isles will move towards the continent bringing strong to gale force southerly and south-westerly winds to Ireland, the western UK, western France and Portugal. Northern Portugal will have a lot of rain. Heavy precipitation is also expected in the southern Alps and north Italy. The French Alps and the Dolomites will see a great deal of snow above 2,000 metres. Greece and western Turkey will have sun.

Five-day forecast
Frontal systems over the Atlantic will continue to move towards the continent bringing mild air and rain, especially in Ireland and Portugal. Further east, the disturbances will weaken and there will be less precipitation. The southern Alps will become drier. Mild, southerly winds will begin to blow from the east so temperatures will gradually decrease. The Mediterranean will remain unsettled.

TODAY'S TEMPERATURES

Station at 12 GMT. Temperature maximum for day. Forecasts by Meteo Consult of the Netherlands	Minimum	Maximum	Weather	Wind
Abu Dhabi	sun	25	33	sun
Accra	sun	25	33	sun
Algiers	sun	17	23	sun
Amsterdam	cloudy	7	12	sun
Athens	sun	12	20	sun
Atlanta	sun	8	15	sun
B. Aires	sun	20	28	sun
B. West	rain	7	12	sun
Bangkok	sun	22	30	sun
Barcelona	sun	12	20	sun
Cairo	sun	12	20	sun
Cape Town	sun	20	28	sun
Cardiff	sun	8	15	sun
Casablanca	sun	7	15	sun
Chicago	sun	0	10	sun
Colombo	sun	25	33	sun
Dallas	sun	12	20	sun
Dubai	sun	25	33	sun
Durham	sun	8	15	sun
Dublin	sun	7	12	sun
Durban	sun	20	28	sun
Durham	sun	8	15	sun
Edinburgh	sun	7	12	sun
Frankfurt	sun	9	15	sun
Geneva	sun	7	15	sun
Glasgow	sun	7	15	sun
Hamburg	sun	9	15	sun
Helsinki	sun	10	18	sun
Hong Kong	sun	22	30	sun
Ho Chi Minh	sun	25	33	sun
Islamabad	sun	10	18	sun
Jakarta	sun	25	33	sun
Jersey	sun	11	18	sun
Karachi	sun	27	35	sun
Kuala Lumpur	sun	27	35	sun
L. Angeles	sun	28	36	sun
Las Palmas	sun	22	30	sun
Lima	cloudy	25	33	sun
Lisbon	sun	16	24	sun
London	sun	10	18	sun
Luxembourg	sun	7	15	sun
Madrid	sun	13	21	sun
Manila	sun	27	35	sun
Medan	sun	27	35	sun
Melbourne	sun	18	26	sun
Mexico	sun	22	30	sun
Miami	sun	27	35	sun
Montreal	sun	7	15	sun
Moscow	sun	29	37	sun
Mumbai	sun	27	35	sun
Nairobi	sun	27	35	sun
Nagpur	sun	27	35	sun
Nassau	sun	28	36	sun
New York	sun	11	19	sun
Nice	sun	15	23	sun
Osaka	sun	12	20	sun
Paris	sun	10	18	sun
Perth	sun	13	21	sun
Prague	sun	10	18	sun
Rangoon	sun	27	35	sun
Raytheon	sun	16	24	sun
Rio	sun	18	26	sun
Rome	sun	8	16	sun
S. Francisco	sun	10	18	sun
S. Paulo	sun	20	28	sun
Seoul	sun	5	13	sun
Singapore	sun	27	35	sun
Stockholm	sun	4	12	sun
Sydney	sun	15	23	sun
Taipei	sun	25	33	sun
Tampere	sun	10	18	sun
Tel Aviv	sun	20	28	sun
Tokyo	sun	11	19	sun
Toronto	sun	10	18	sun
Vancouver	sun	10	18	sun
Warsaw	sun	10	18	sun
Washington	sun	10	18	sun
Wellington	sun	10	18	sun
Winnipeg	sun	10	18	sun
Zurich	sun	10	18	sun

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IN BRIEF

Aérospatiale chief renews capital call

Aérospatiale, the French state-owned aerospace group, might need a capital injection from an outside company, Mr Louis Gallois, president, said. This would be necessary if the French government did not recapitalise the loss-making business. Page 12

Thyssen Stahl returns to black
Thyssen Stahl, Germany's biggest steelmaker, reported net profits of DM651m (\$452m) in the year to September 30 last year, a turnaround from net losses of DM448m a year earlier. The group insisted that the steel industry was not heading for a recession, in spite of 9 per cent lower output in the first quarter to December 31. Page 12

Electrolux buys control of Brazilian group
Electrolux of Sweden, the world's leading maker of household appliances, gave a further push to its expansion drive in emerging markets by taking control of Rebrap, Brazil's second-largest white goods manufacturer. Page 14

Bowater to defer price rise until April
Bowater, the US paper producer, plans to raise its newsprint list price by \$60 a tonne to \$875 on April 1. Most other North American producers had proposed a March 1 price increase. Page 14

Bausch & Lomb looks to a brighter future
Things can only get better at Bausch & Lomb, the US maker of optical goods including Ray-Ban sunglasses. Its chairman and chief executive has quit; the Securities and Exchange Commission is probing allegations of accounting irregularities and a profits recovery has stumbled. Page 14

Hopewell poised to raise HK\$9bn
Mr Gordon Wu (left), the controlling shareholder of Hopewell Holdings, a Hong Kong property and infrastructure group, said his company was well on the way to raising HK\$9bn (US\$1.2bn) through the spin-off of its roads, transport and related property interests. He said he had obtained commitment from investors, mainly Japanese, to subscribe to HK\$5bn of shares in Consolidated Real Estate and Transport Asia, as the company will be called. Page 13

UK Christmas sales fail to please
Differing experiences in the UK retail sector were reflected in announcements by three leading companies in the market. Both Next, the clothing retailer and mail order group, and Dixons, the consumer electronics retailer, reported strong Christmas seasons, whereas J. Sainsbury, the grocery chain, shook up senior management and redefined its chairman's role in a move designed to halt the decline in sales volumes and market share. Page 15

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Chief price changes yesterday

FRANKFURT (DM)		Sofsky Sinter	31½	-	2½
Basf	225.8	PAWS (FFY)			
Boehringer	230	BHP	206	-	7
Deutsche Bank	73	Cap Gemini	306	-	21
Henkel	243.5	Edelman B-S CI	123.5	-	6.6
Merck	212	Evonik	782	-	81
Novartis	225.6	Novartis	154	-	10
Roche	149	S&P Thomson	155.1	-	14.9
NEW YORK (\$)		TOYOTA (Yen)			
Alcoa	30½	Alcoa	487	+ 37	
Amgen	38½	Amgen	444	+ 24	
Boeing	40	Boeing	848	+ 50	
Chrysler	140	Chrysler	581	+ 38	
DuPont	45	DuPont	424	+ 31	
Exxon	47½	Exxon	585	+ 68	
General Electric	29½	General Electric	4.6	+ 0.2	
IBM	100	IBM	1.17	+ 0.18	
Intel	20	Intel	2	+ 0.15	
Microsoft	81	Microsoft	1.29	+ 0.15	
Oracle	57	Oracle	12.9	- 1.0	
Sun	65	Sun	7	- 0.4	
TOKYO (Yen)		BANGKOK (Baht)			
Asahi	61	Asahi	400	+ 30	
Daikin	104	Daikin	59.5	+ 5	
Denso	107½	Denso	47.75	+ 4.25	
Fujitsu	314	Fujitsu	63	+ 5	
Honda	24	Honda	30	+ 4	
Isuzu	24	Isuzu	36	+ 4	

Greenhill quits as Smith Barney head



Greenhill: setting up own firm

By Maggie Urry in New York
Mr Robert Greenhill, one of Wall Street's most famous dealmakers, is quitting as chairman and chief executive of Smith Barney, the stockbroker, only two and a half years into a seven-year contract.
His departure was seen on Wall Street yesterday as a sign that his objective of building Smith Barney into an investment banking powerhouse as well as a leading stockbroker had not worked.
However, Mr Greenhill said that when 1995 results were published next week, they would show Smith Barney was the most profitable securities firm on Wall Street. It had "risen dramatically" in the league tables, he said. Smith Barney said its strategy of being both a large retail

broker and an investment bank remained in place.
It was placed third in the table of US managers of initial public offerings in 1995. However, in domestic mergers and acquisitions the firm was 11th last year, according to Securities Data, which collects statistics on financial markets, falling from eighth in 1994 and sixth in 1993, the year Mr Greenhill joined. In 1992 Smith Barney was 22nd in domestic M&A deals.
Mr Greenhill, who is a close friend of Mr Sanford Weill, chairman of Travelers Group, the financial services company which owns Smith Barney, is to set up his own firm, Greenhill & Co, to offer investment banking advice.
Mr Greenhill will be replaced by Mr James Dimon, chief operating officer of Smith Barney and

president and chief operating officer of Travelers. Officials at Smith Barney said Mr Greenhill's departure and the promotion of Mr Dimon reflected the fact that Mr Dimon had been running the business for the past two years.
When Mr Greenhill joined Smith Barney from Morgan Stanley, where he had worked for 30 years, his appointment was seen as a coup for the firm.
However, before joining Smith Barney, Mr Greenhill had been under pressure at Morgan Stanley. In March 1993, he stepped down as president to become a senior adviser. One Morgan Stanley official said yesterday: "He was always a deal guy, never a manager."
After joining Smith Barney, Mr Greenhill recruited a number of investment bankers, including 22

from Morgan Stanley, to boost Smith Barney's activities in underwriting and M&A work. Last year, some of those bankers asked Morgan Stanley if they could return, but were rebuffed.
Those appointments caused dissension within Smith Barney as the newly hired bankers had been lured with guaranteed compensation packages. When Wall Street's profits collapsed in 1994, the old guard at Smith Barney found their bonuses slashed while the new recruits' compensation was cut by less.
Mr Greenhill said: "The thing I like most is the client business." He expected Mr Weill and Travelers would be "one of my first clients" at the new firm. He was taking only one investment banker from Smith Barney with him to his new firm, he said.

Oracle forges UK alliance for design

By Louise Kehoe in California and Paul Taylor in London

Oracle, the US-based software group, took another step towards launching a new generation of low-cost "network computers" by announcing a design agreement with Acorn Computer of the UK yesterday.
The deal, under which Acorn will develop reference designs for a range of network computing products - from hand-held devices to desktop terminals and telephones for Internet access - sent shares in the Cambridge-based computer group sharply higher. Acorn's shares, buoyed in recent months by rumours of a deal, gained 25p to 538p.
Mr Larry Ellison, chairman and chief executive of Oracle, has promoted the concept of a \$500 computer as a low-cost alternative to personal computers for accessing the Internet.
Acorn, which is majority owned by Italy's Olivetti computer group, said it would create a blueprint for this new generation of computers on behalf of Oracle.
Oracle stressed that these machines would be based on open Internet software standards and would not be tied to any one manufacturer's proprietary microprocessor chips.
Oracle is expected to demonstrate the first network computers next month. Several computer companies, including International Business Machines, have also announced plans to bring such products to market over the next few months.
Acorn's personal computers are based on small, low-cost microprocessor chips that consume less power than rival devices. The chips are made by Advanced Research Machines, of which Acorn holds 43 per cent.
Oracle, which specialises in providing database management programs, does not plan to make or distribute network computers itself. However, Oracle believes that such low-cost computers could increase greatly the use of online services and expand the market for its database software.
Leading personal computer industry executives, such as Mr Bill Gates, chairman of Microsoft, the world's largest software company, have expressed serious doubts about the costs and capabilities of such machines. Only when high speed, high capacity networks become widely available could such machines substitute PCs, they say.

Mack in talks to open plants in Mexico and Brazil

By Heig Simonian in Allentown

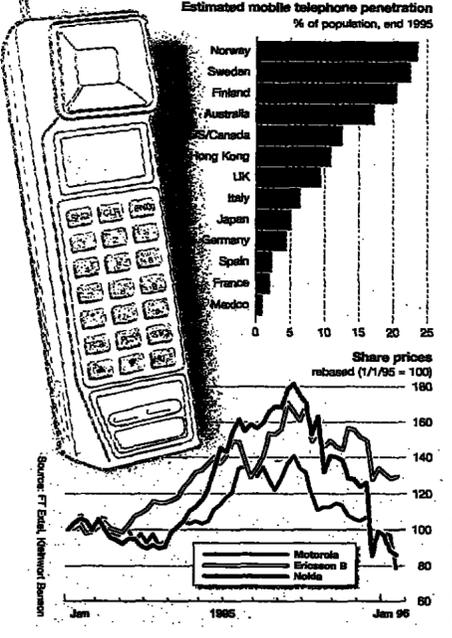
Mack Trucks, the US heavy vehicle maker owned by Renault of France, is in talks to build assembly plants in Mexico and Brazil as a cushion against the volatile domestic truck market.
Mr Pierre Jocu, chief executive, said discussions could be concluded "in a matter of months". The two projects, which would be joint ventures, would be limited to low volume assembly but could be expanded with rising local content. They would protect Mack against the severe cyclical nature of the US market.
Sales of Class 8 vehicles (over 16 tonnes) rose to 201,000 units last year from 185,700 in 1994. Mr Jocu forecast sales would fall 30 per cent this year as the industry turned down.
He also warned that the industry's record inventory level of 35,000 units could trigger an incentive battle among manufacturers to shift surplus stock.
Mack's output rose sharply to 28,000 units last year, continuing its recovery from the brink of collapse in the early 1990s. US Class 8 sales totalled 24,167 units, taking Mack's share of that market to 12 per cent from 11 per cent in 1994.
The prospects for Mack this year will bear on plans to sell the French state's majority stake in Renault. Analysts have argued that full privatisation, due last year, will be hampered by the expected fall in Mack's earnings as the US truck market turns down.
Although Renault does not publish Mack's earnings, Mr Jocu said its return to profitability had accelerated in 1995. In 1994, the company made operating earnings of \$49m. However, Mack's earnings remain at the lower end of the industry.
To close the gap, it plans closer co-operation with Renault VI, the group's European commercial vehicles operation.
Mack had been planning a venture in Mexico for some time, but Mr Jocu said the latest project marked a revision of previous schemes.
He said the new plants might also build European Renault VI models.

Investors get their lines crossed over mobile phones

Handset manufacturers are puzzled by the sharp falls in their share prices

Just four months ago, companies supplying the voracious world market for mobile telephone equipment were among the world's hottest stocks. But recently the sector has been about as attractive to investors as a phone with a flat battery.
Sharp falls yesterday by stocks on both sides of the Atlantic followed the announcement on Tuesday by Motorola, the US group controlling more than 92 per cent of the world mobile handset market, of a fall in profits in the fourth quarter last year. It also warned of slower sales, falling prices and a squeeze on margins. Nokia contributed to the price falls by confirming softening handset prices.
Much the same happened when Motorola issued a similar report after the third quarter and when Nokia surprised the market in mid-December with a warning of falling profits in the final months of the year. Nokia, for three years the wonder stock of the small Helsinki bourse, has been especially hard hit. From record highs last September of nearly FM330, its most-traded A shares fell yesterday to FM130.
Motorola blamed its poor fourth-quarter performance on a price war in the cellphone market, increased investments in semiconductor plant and equipment and a difficult year-to-year comparison caused by an artificial bulge in cellphone sales in the last quarter of 1994. But Mr Gary Tooker, Motorola chief executive, warned difficult conditions in developed markets could result in lower sales growth and difficult earnings comparisons in the next few quarters.
However, the paradox is that world demand for mobile telephones continues to expand. "Some people seem to have it in mind that this sector has gone ex-growth - and that is clearly not the case," remarked Mr Richard Kramer, telecoms analyst at Kleinwort Benson in London.
Many analysts who continue to talk up mobile telephone supplier stocks privately express exasperation with their clients, muttering the herd instinct has over-comed investors.
Yet slower profits growth - at least at Motorola and Nokia - is a fact. So what is going on?

Mixed signals



economies of scale, allow room for price cuts without a big cut in margins. But if demand does slow, prices and margins will come under pressure.
However, the Nordic producers are confident their strength in digital systems will carry them through slower periods. Lex, Page 10; Flash memory chips, Page 13; Stock Markets, Back Page

Hugh Carnegie

Additional reporting by Louise Kehoe

Dun & Bradstreet to split into three quoted units

By Tony Jackson in New York

Dun & Bradstreet, the financial information and market research group, is to join the demerger trend by splitting itself into three quoted companies.
The move, aimed partly at improving a lagging share price, pushed the shares up 2½% to 888 in early trading yesterday, valuing the group at \$11.2bn.
The demerger unpicks the two biggest acquisitions by Dun & Bradstreet in the past 12 years: that of the market research company A.C. Nielsen, bought for more than \$1bn in 1984; and of IMS International, supplier of market research to the drug industry, bought for \$1.7bn in 1988.
Mr Robert Weissman, chief executive, said the split had been dictated by the different characteristics of the businesses. "As information markets have accelerated and fragmented, the diversity of strategies within Dun & Bradstreet reached the point

where they didn't live comfortably under the same umbrella," he said. The split aims to highlight the differences between IMS International, which enjoys fast growth, Dun & Bradstreet itself, which is a steady generator of cash, and Nielsen, which is barely profitable.
The biggest company by sales and profits, retaining the Dun & Bradstreet name, will take in financial information, including the Moody's credit rating agency, plus Dommeley, the biggest US operator of telephone yellow pages. It made pro forma net profits in 1995 of \$314m on sales of \$2bn.
The biggest by market value is expected to be the fast-growing Cognizant Corporation, consisting of IMS International, Nielsen Media Research - specialising in electronic media - and the high-tech consultants Gartner. Cognizant had net profits last year of \$222m on sales of \$1.4bn.
Dun & Bradstreet said Cognizant would have earnings growth

of 17-20 per cent in 1996 and 1997, compared with 4-6 per cent for the new Dun & Bradstreet. It would also pay out some 20 per cent of its earnings, against 55-60 per cent for the new Dun & Bradstreet. Mr Robert Weissman, chief executive of Dun & Bradstreet, will be chairman and chief executive of Cognizant.
The third company, A.C. Nielsen, had net profits of only \$7m last year on \$1.8bn of sales. Mr Weissman said this was caused by heavy investment plus competition. Earnings in 1996 and 1997 were expected to rise by a factor of 2.5-3, but the company would not pay dividends.
The company said it would take a pre-tax charge of \$448m in the fourth quarter, mainly because of the write-down of contracts and software. The workforce would be reduced by less than 2 per cent.
Full-year earnings for 1996 before the charge would be \$3.80 per share, in line with expectations.

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INTERNATIONAL COMPANIES AND FINANCE

EUROPEAN NEWS DIGEST

Astra shares drop sharply on warning

Shares in Astra fell heavily yesterday after the fast-growing Swedish pharmaceuticals group warned of lower expectations for 1996 profits because of the stronger krona. It said it was surprised analysts had not cut their 1996 forecasts more to take account of the 10 per cent rise in the Swedish currency since last summer.

Astra, best known for its anti-ulcer drug Losec, has 92 per cent of its sales and more than 60 per cent of its costs outside Sweden. It warned the stronger krona would have a "significant impact" on profits in the second half of this year as hedging programmes were unwound. The comments prompted many analysts to cut their 1996 profit estimates and led to a sharp sell-off in the shares of the company, Sweden's biggest by market capitalisation. At one point, the group's A shares were 8 per cent lower, but they recovered to end the day at SKr251, down 5 per cent.

Analysts have been forecasting pre-tax profits of about SKr12.5bn (\$1.8bn) for Astra in 1996 and SKr14.2bn for 1997. They say a 10 per cent rise in the krona could wipe between SKr1bn and SKr2bn off Astra's pre-tax profits once hedging programmes fully expire. Paribas in London has cut its 1996 profit forecast from SKr14.25bn to SKr13.58bn and its 1997 forecast from SKr16.8bn to SKr15.7bn. Mr Staffan Ternby, an Astra vice-president, said analysts' revised assessments for the group "fit our scenario for the krona". But he stressed that "nothing has changed in Astra's underlying business development".

Christopher Brown-Humes, Stockholm

Record year for Wienerberger

Foreign acquisitions in eastern Europe lifted 1995 operating income and revenue at Wienerberger, the Austrian construction materials group, to a record high. Group sales jumped 29 per cent from Sch10.55bn to Sch13.46bn (\$1.3bn), while operating profit rose about 15 per cent from Sch1.303bn a year earlier to an estimated Sch1.5bn. Wienerberger will hold its dividend steady at Sch42 a share but its total payout to shareholders will rise 64 per cent because of a capital increase last year.

The company's shares jumped on the news but later gave up most of the gains in a broadly weaker market. The stock closed up Sch5 at Sch2.120 on the Vienna stock exchange. Profit and sales were lifted by the takeover of the French construction materials group Sturm, an expansion of its pipe unit Pipelife, and a turnaround at Treibacher, its industrial chemicals subsidiary. A recovery in the east European building industry, particularly in Hungary, helped offset weaker construction in Austria and Germany, Wienerberger's largest markets.

Wienerberger also said it had acquired a 30 per cent stake in the Italian brick maker Laterzi Brunori and leased a brick factory in Speyer, Germany. Further acquisitions and expansion in eastern Europe should lift Wienerberger's sales to Sch15bn and operating profit to Sch1.6bn this year, the company said.

Eric Frey, Vienna

Tetra Laval in restructuring

Tetra Laval, the Swedish processing and packaging group, is restructuring its global operations to help the expansion of its fast-growing food businesses. The change will bring Tetra Pak Food, which specialises in processing and packaging for viscous and solid foods, under the organisational umbrella of Tetra Pak, which concentrates on liquid food processing, packaging and distribution.

This will give Tetra Pak Food access to Tetra Pak's ready-made global marketing and production facilities, avoiding the need for a costly build-up of separate networks. Tetra Pak Food has been the fastest growing of Tetra Laval's four industrial groups. Prepared foods, one of Tetra Pak Food's three businesses, will be fully incorporated within Tetra Pak. Ice cream and convenience food - the other two units - will operate as separate units within Tetra Pak.

Christopher Brown-Humes

Scant interest for Ikarus float

Hungary received only one valid bid for an 80 per cent stake in Ikarus, its troubled, partially-privatised busmaker, by the January 8 tender deadline and no leading international vehicle manufacturer was among the six bidders, the company said yesterday. However, the group indicated it expected a second tender to be called and said three European vehicle makers were interested in continuing talks. Ikarus, once one of the world's largest busmakers, was badly hit by the collapse of former Soviet markets. In 1994 and 1995, it produced about 1,500 buses, down from annual rates of almost 14,000 in the 1980s.

Virginia Marsh, Budapest

Coca-Cola, the US soft drinks group, has been holding talks with the Helsing municipality of Stockholm for more than a year to establish its own bottling plant in Sweden. The aim is to provide Coca-Cola with an alternative if negotiations with Pripps Ringnes, its bottling and marketing licensee in Sweden, fail, the newspaper Dagens Politik reported.

Sim Ee Wau

Bertelsmann unit, Mitsui in licensing agreement

By Judy Dempsey in Berlin

T1 New Media, a subsidiary of Bertelsmann, Germany's largest media group, is looking to expand in the Asian market through a licensing agreement with Mitsui, the Japanese-based international trading company. The companies will licence each other's products.

The groups intend to tap the rapidly expanding multimedia market in Europe and Asia. Two months ago Bertelsmann and America Online, the fastest growing online service in the US, launched a jointly-owned operation in Germany. This is to be followed later this year by launches in France and the UK.

"The agreement will enable [both] companies to combine and benefit from each other's strengths and know-how in their respective markets and assure Bertelsmann a strong entry into the Asian market," said Mr Florian Lahnstein, vice-president of the Hamburg-based T1 New Media.

The Asian market accounts for about 9 per cent of Bertelsmann's total annual turnover. The group, the world's third largest media organisation, which encompasses book clubs, book and music publishing houses, newspapers and online services, last year recorded net profits of DM21.5bn (\$558.9m) on sales of DM21.5bn. Bertelsmann founded T1 New Media 18 months ago to produce and publish interactive CD Roms and to fund non-German partners to translate and market its products.

Mitsui will market the group's travel guides and its award-winning *Hard Evidence - The Marilyn Monroe File*, which has sold more than 40,000 copies in the US since it was launched last June.

Mitsui, whose business is anchored on computers and communications, related hardware and software sectors, as well as mobile and satellite communications, has been seeking a partner in Germany to market its own multimedia products.

"This is going to be a first and great step for the collaboration between Bertelsmann and Mitsui in the multimedia business," said Mr Rentaro Kohama, general manager of Mitsui's information business development division.

Thyssen Stahl returns to black

By Michael Lindemann in Duisburg

Thyssen Stahl, Germany's biggest steelmaker, yesterday reported net profits of DM651m (\$42m), a turnaround from net losses of DM448m a year earlier. The group insisted that the steel industry was not heading for a recession, despite 3 per cent lower output in the first quarter.

Mr Ekkehard Schulz, chief executive, said Thyssen Stahl had achieved significant productivity gains in recent years but would have to do much better, given that its labour costs were still about 50 per cent higher than those at leading competitors such as British Steel.

Following a series of joint ventures with the rival German steelmaker Krupp Hoesch

over the past 18 months, Thyssen Stahl would continue to try to pool activities with other producers, Mr Schulz said.

That might include a project in eastern Europe to build a surface finishing and coating plant producing higher-value products, for which demand is likely to improve in coming years, he said.

However, Mr Schulz said the steel industry was still going through a "transition" period, and that the state of the steel market this year would depend on what other leading European steelmakers did to trim production in the face of lower demand. In line with other producers, Thyssen Stahl introduced short-time working in November and closed down many operations over Christmas.

Overall, Mr Schulz said, steel

demand this year should not fall behind the levels seen last year. This was because only the construction industry, which made up 1 per cent of Thyssen Stahl sales, was signalling weaker demand.

However, the Thyssen calculations are based on GDP growth in Germany of 1.5 per cent this year, and this figure may slip further after a revision by leading DIW economic institute this week of its forecasts. The institute said the economy would grow by just 1 per cent this year.

Thyssen's monthly production in the first quarter, which ended on December 31, stood at 828,000 tonnes, 9 per cent lower than in the same period a year earlier. Monthly sales fell 13 per cent to DM663m. However, the company expects demand to pick up later this year.

Although Mr Schulz described the 12 months ended September 30 as a "boom" year for the company, he admitted that the better results were 80 per cent attributable to the improved market conditions. Only 20 per cent came from cost cuts. Thyssen Stahl still had debts of about DM350m, half of the total losses of the past three years.

Personnel costs had fallen to 23.6 per cent of total output, from 27.5 per cent a year earlier.

The company admitted, however, that three-quarters of the drop in costs was due to the restructuring, which included the joint ventures with Krupp Hoesch. Those ventures, in turn, meant that Thyssen Stahl's sales last year were DM500m lower than in previous years.

Tackling domestic problems abroad

Germany's Balcke-Dürr is using foreign workers to offset high wage costs, writes Michael Lindemann

Many German companies, burdened with high domestic labour costs, are finding it difficult to expand into booming Asian markets. However, Mr Hans-Wolfgang Koch thinks he may have come up with a solution.

The head of Balcke-Dürr, a power and water engineering company belonging to the ailing Deutsche Babcock group, hopes to find new opportunities abroad to offset the largely stagnant German market.

German engineers, Mr Koch says, cost about DM130 (about \$80) an hour. But when Balcke-Dürr bids for international power station contracts the hourly pay has to be kept below DM50 an hour if the company is to have any chance of beating its competitors.

Balcke-Dürr has tackled the problem by buying a stake in the Madras-based Indian Development Engineering Association, an Indian consultancy which offers engineers at just DM10 an hour. Initially, Mr Koch hoped that one German engineer could manage about 15 Indian engineers, thus driving down costs.

That ratio proved unworkable, so Balcke-Dürr invested in a satellite communications system which allows the two teams to exchange design plans by phone and work more closely together. Under this

system, one Balcke-Dürr engineer now supervises six Indian engineers.

Balcke-Dürr's example is typical of how many medium-sized German companies are tapping fast-growing foreign markets. At the same time, they need to keep their prices at levels where they can match competitors who do not have to pay their costs in steadily appreciating D-Marks.

In 1990, 80 per cent of Balcke-Dürr's business was concentrated in the German power station market, generating sales of less than DM500m. Since then, the company has restructured to focus on three core sectors: power, water and construction technology.

Profits from the big orders it landed during the reconstruction of eastern Germany, especially in the power station sector, helped it to buy companies in the UK, Switzerland, India and the Czech Republic, and create joint ventures in China and Russia.

By the time business in eastern Germany starts to tail off in 1998, Mr Koch hopes Balcke-Dürr will have created enough international business to maintain sales and earnings. When it reported its figures for 1995 last month the prospects looked good: new orders from abroad had risen from 18 per cent to 30 per cent of total net orders, which were worth DM1.8bn.

While the difficulties at parent Deutsche Babcock are frequently subject to press speculation, there is evidence that Balcke-Dürr is making progress in re-focusing its business.

There have also been some notable successes. Krantz-TKT, the division which specialises in construction management, recently won Balcke-Dürr's second biggest contract ever, a DM325m deal as part of the German consortium building the new Spata airport near Athens.

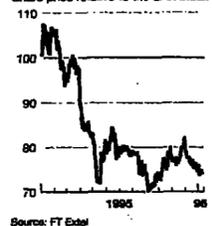
Meanwhile, Krantz specialising in constructing intelligent communications networks and fibre optic cabling, an area which is expected to grow considerably as the German telecoms market is liberalised.

Another recent purchase for which Mr Koch has high hopes is Tuma Turbomach, a Swiss company specialising in smaller turbines generating up to 15MW. Balcke-Dürr sees promising demand for these smaller turbines which, Mr Koch says, are "affordable" and especially suited to developing countries where the energy infrastructure is often unreliable.

However, Mr Koch admits that windfall contracts like Athens airport are "rare" and much of the group's other new international business is much harder to come by.

BDAQ Balcke-Dürr

Share price relative to the DAX Index



Source: FT Data

Balcke-Dürr recently signed a DM43m contract to build a chemicals plant at Olchichin in Romania, but the deal took three years to put together.

Mr Koch is concerned that if the present system of negotiating engineering industry wages persists - and labour costs continue climbing as they did this year - then Balcke-Dürr's efforts to put work out to India and elsewhere may all be in vain.

While larger companies such as Siemens and Daimler-Benz had full order books and wanted to prevent any stoppages at all costs, the smaller, often family-owned engineering companies are now bucking under the strain of the 4 per cent wage rise agreed by the employers' federation.

The negotiating process simply has differentiated more between the different categories of companies," Mr Koch said.

Creditanstalt agrees sale of fund management business

By Vincent Boland in Prague

Creditanstalt, the Austrian bank, signed an agreement yesterday to sell its Prague-based fund management business to Agrobanka, a privately-owned Czech bank. Agrobanka is aggressively expanding its investment management operations to create a bank-based industrial empire.

The Austrian bank is selling Creditanstalt Investment Co, established to participate in

the Czech Republic's mass privatisation programme through coupons. Creditanstalt owns 80 per cent of the company, with Prague-based executives owning the remainder.

The investment company manages two funds that own shares in privatised Czech companies. Creditanstalt Czech Investment Fund (CCIF), the larger of the two, is listed on the London Stock Exchange. As part of the agreement with Creditanstalt, Agrobanka is

also making an offer of KZ780 a share to foreign shareholders in this fund, which has a net asset value of over \$100m.

The offer price represents a premium of 15 per cent on the fund's share price on January 9. Foreign shareholders own some 14 per cent of CCIF. If they accept the offer, CCIF is likely to lose its London listing.

The transaction is the latest in a series of changes among Czech fund management

groups that has seen local banks tighten their grip on investment funds. Analysts say Czech banks want to maintain significant shareholdings in industrial companies, as German and French banks do.

The purchase is significant for Agrobanka, the largest of the private Czech banks established since economic reforms began. Last October it began an aggressive push to expand its fund management business by targeting small and

medium-sized fund managers for takeover. It already runs one of the largest Czech voucher funds.

Creditanstalt said it would retain its money market and equity mutual fund operations and its pension fund business, which will be controlled by Creditanstalt Securities, its Prague-based investment banking unit. Completion of the sale of the fund management business is expected within three months.

Aérospatiale chief renews call for fresh capital

By David Buchan in Paris

Aérospatiale, the French state-owned aerospace group, might need a capital injection from an outside company, Mr Louis Gallois, president, said yesterday. This would be necessary if the French government did not recapitalise the loss-making business.

Mr Gallois has been calling on the French state for a capital increase of as much as FF10bn (\$2bn) to bolster the group's FF9bn funds, but has not had a reply.

However, given that Aérospatiale makes France's nuclear missiles, he indicated that initially investors would have to be French. "Aérospatiale is not quite like other companies as regards the nationality of its shareholders."

Uncertainty surrounds the defence industry in France, with the government reviewing its defence needs and several state-owned companies making losses.

French defence companies are waiting for the government to take the lead in restructuring the industry.

About 17 per cent of Aérospatiale's capital which was held by the state-owned Crédit Lyonnais bank is due to be sold by the GDR organisation, set up to dispose of that bank's industrial holdings. But Mr Gallois stressed he was more interested in the government or some state-approved outside investor bringing in fresh money.

External investors are unlikely to put money into the loss-making company while it is still in state hands. The company would also need to cut costs to become attractive to potential investors.

Mr Gallois yesterday announced a plan to save the group FF3bn over the next three years. Aérospatiale has already announced plans to shed 3,100 jobs and a further 800 in its Eurocopter joint venture with Daimler-Benz Aerospace this year and next.

Mr Gallois said every sector of the group, except for research, development and marketing, would have to make savings.

The group had continued to lose money in 1995, and forecast that the effect of French defence budget cuts and the low level of the US dollar, which lost nearly 15 per cent against the franc last year, would be felt "even more strongly this year".

Provisions to cover the restructuring costs would result in a net loss for 1995, Mr Gallois said, even though the group broke even at an operating level. In 1994 it recorded a FF1.7m operating profit but a net loss of FF483m.

Group turnover rose slightly to just over FF49bn, compared with FF48.2bn in 1994. But booked orders rose 32 per cent from FF29.5bn in 1994 to FF39.8bn last year, chiefly due to a record level of satellite contracts.

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Payments of coupons No. 2 of the International Depository Receipts will be made on or after January 22, 1996 in US dollars at one of the following offices of Morgan Guaranty Trust Company of New York:

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- New York, 60 Wall Street
- London, 60 Victoria Embankment
- Frankfurt, 2-4 Bockenheimer

The amount of dollars shall be the net proceeds of the sale of the amount of won at the day of settlement by the manager and will be distributed to the Unit holders in proportion to their respective entitlements after deduction of all taxes and charges of the Depository.

Holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment of their coupons at a lower rate of the Korean non-resident withholding tax, on condition they furnish either to the Depository or through one of the designated sub-agent agents a certificate showing their residence together with a copy of the Certificate of Incorporation or a copy of the passport for individuals. These documents are requested by the Korean National Tax Administration Office as evidence of residence and without them the full rate of 27.50 per cent Korean non-resident withholding tax will be retained.

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INTERNATIONAL COMPANIES AND FINANCE

Hopewell set to raise HK\$9bn

By Simon Holberton
in Hong Kong

Mr Gordon Wu, the controlling shareholder of Hopewell Holdings, a Hong Kong property and infrastructure group, yesterday said his company was well on the way to raising HK\$9bn (US\$1.2bn) through the spin-off of its roads, transport and related property interests.

He said he has already obtained commitment from investors, mainly Japanese, to subscribe to HK\$5bn of shares in Consolidated Real Estate and Transport Asia, as the company will be called.

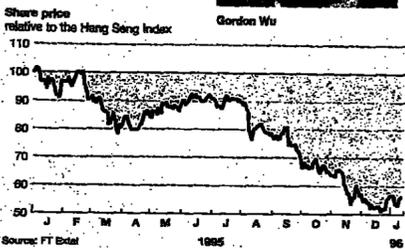
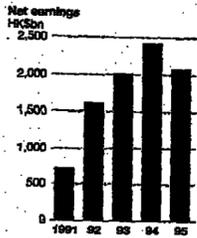
In an interview, Mr Wu dismissed rumours he will sell his interest in Consolidated Electric Power Asia (Cepa) - the company's power industry subsidiary - and hit back at stock analysts who talk down his company.

"I might not be the darling of the analysts but my banking relationship is A1 - I always pay back my loans," Mr Wu said. "They [bankers] don't seem to be worried."

Hopewell Holdings has been the butt of much criticism by investors and stock analysts in the past six months. Mr Wu is viewed as a dynamic entrepreneur who has never been overstretched himself.

Hopewell's share price has performed poorly amid growing investor concerns about the company. The company's

Hopewell Holdings



Gordon Wu

gearing is estimated by Goldman Sachs, the investment bank, at 64 per cent at the end of last year and, on unchanged policies, is forecast to rise to 77 per cent this year.

With cash raised from the sale of 25 per cent of Consolidated Real Estate,

to be funded without further recourse to Hopewell. He denied he was under pressure from bankers to cut his debt.

Consolidated Real Estate will acquire Hopewell's interest in the south China superhighway and related roads and property as well as its Bangkok mass transit road and rail project. It will acquire these assets at their book value of about HK\$15bn.

Mr Wu said equity in the company, which generates a return in excess of 20 per cent, would be sold initially to private investors. Investors in Thailand, where the company has plans to build a mass transit system in Bangkok, and Japan had expressed most interest in taking a stake.

He said he planned to list Consolidated Real Estate in 1998. By this time, the Bangkok mass transit project - a 60km road and light railway - would be completed. Tenders have been called for rolling stock, he said.

"After many meetings of committees and many studies [the Thai government] now agree that my project is the best," he said. "They have an added incentive to see it finished as Bangkok will host the 1998 Asian Games."

He said Consolidated Real Estate would have a south China and Bangkok land bank of about 10m sq m, most of it in prime locations.

Japan electronics makers lift output of flash memory chips

By Michio Nakamoto
in Tokyo

Japanese electronics makers are stepping up production of flash memory chips, semiconductor used in portable equipment such as notebook computers and mobile telephones.

Sanyo, one of Japan's leading makers of flash memory chips, said yesterday it planned to increase output fivefold, from an annual 10m units last year to 50m in 1997.

The company will increase output at its semiconductor facility in northern Japan where it already manufactures the chips. Although Sanyo has not disclosed the amount of its investment, it is expected to be about ¥300m (\$285m).

Sanyo plans to invest ¥200bn in its overall semiconductor business by November 30 1996, Mr Yasuaki Takano, president, said.

With the increased production, the company expects semiconductor sales to

grow from ¥280bn in the year to November 1995 to ¥400bn by the end of November 1996. This year, the group is aiming at semiconductor sales of ¥310bn.

Meanwhile, Sharp is investing ¥110bn in a new facility in south-western Japan to produce flash memory chips, the company said.

This will be the fourth such manufacturing base for Sharp, which tied up with Intel, the US semiconductor maker, in 1992 to jointly develop and manufacture advanced flash memory chips.

The new facility will have an initial production run of 10,000 8-inch wafers a month, going up to 20,000 at full capacity.

With the addition of the new plant, Sharp will have an annual capacity of 130m chips.

Flash memory chips are particularly suited to portable applications since they retain data even when the power is switched off.

Suppliers have not been able to keep up with demand for

Interactive Corp, NTT join forces

Nippon Telegraph and Telephone (NTT) of Japan and Interactive Corp of the US said they had formed a strategic partnership to develop multimedia communications services using infra-red ray technology, agencies report from Tokyo.

The companies said they had not yet decided on a schedule for commercialisation of the technology.

Meanwhile, Mr Masashi Kojima, NTT president, indicated there would be further multimedia-related deals when he announced the company "would like to proceed with bold tie-ups with domestic and foreign companies".

He declined to elaborate, but said NTT would be seeking opportunities for offshore investment this year to speed globalisation of its telecom business.

Separately, NTT announced it was studying plans to cut its long-distance telephone call rate to below ¥160 for three minutes from ¥180. It intends to apply for ministerial approval this month.

All eyes glued on Birla inheritor

Investors hope Indian group's new head will repeat the success story of his late father, writes Kunal Bose

The succession at AV Birla group, India's second largest business after Tata, has attracted much attention. The untimely death of Aditya Vikram Birla, the group's chairman, resulted in the reins of power being handed to Kumar Mangalam Birla, his 28-year-old son.

The questions being asked in Indian industrial circles are how smooth the transition will be and how capable the new chairman is of running companies with a combined turnover of almost \$3bn.

Kumar Mangalam's father, who died aged 52 last October, had been a champion of India's economic liberalisation. His strategy also involved developing operations overseas, as a result of which he was much sought after by foreign companies seeking joint venture partners in India.

Three years ago, however, when Aditya Birla began introducing Kumar Mangalam to the business, some thought his son would face resistance from senior group executives, many of whom had been there for more than three decades.

But it appears that this has not been the case. According to Mr Basant Kumar Birla, Aditya Birla's father, "the untimely death of my son, Aditya, created an extraordinary situation and his executives took no time in rallying round Kumar Mangalam".

"Some of them started their career under me," added Mr B. K. Birla, who runs a separate Rs40bn (\$1.1bn) turnover group from Calcutta.

"For us the most important thing is that Mr K. M. Birla is settling down in his new role smoothly. We find it reassuring that he is relating to the old guard nicely," said a Bombay-based banker.

The shares of AV Birla group companies did not, as was feared, come under strong selling pressure following Mr A. V.

Birla's death, largely because signals from Bombay's Industry House, the group headquarters, were generally positive.

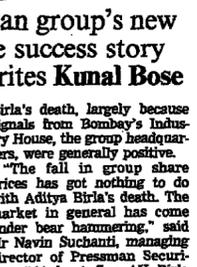
"The fall in group share prices has got nothing to do with Aditya Birla's death. The market in general has come under bear hammering," said Mr Navin Suchanti, managing director of Pressman Securities. "At least five AV Birla group scrips are among the most actively traded shares on the country's major stock exchanges and therefore, we want Mr K. M. Birla to move into the driver's seat quickly," he added.

Mr K. M. Birla is no greenhorn. A chartered accountant with an MBA, he was put in charge of Indo Gulf Fertilisers & Chemicals, producer of gas-based nitrogenous fertiliser, and the cement division of Grasim Industries, the group's diversified flagship company, by his father three years ago.

Mr K. M. Birla began his training under the watchful eye of his father when he was in his teens. "Any Birla scion will have his baptism of fire by putting up a new industry. Mr K. M. Birla was asked to set up a carbon black plant in Egypt and the unit is doing fine. He was also involved in building two cement plants in Madhya Pradesh and Rajasthan for Grasim," a senior group official said.

However, running a few units successfully and constructing plants on time does not necessarily mean the young inheritor will rise to the challenge of piloting a group which has a leading presence in several of India's core sector industries. It also owns large units in south-east Asia and Egypt.

The AV Birla group is India's largest producer of viscose staple fibres, white cement and carbon black, and the second largest producer of aluminium



Source: FT Equity

plant of Grasim, which because of teething technical problems could produce only about 405,000 tonnes last year, against a capacity of 750,000 tonnes.

The late chairman was preparing several projects. "But I think in the changed situation, the group should implement only those projects for which finances have been arranged and orders for machinery placed. The other projects are to be held back."

"My son could take any risk. But Kumar Mangalam is new in the game. His every move is watched. He has to be cautious," said Mr B. K. Birla.

Indo Gulf Fertilisers' copper smelter project involving an investment of Rs15.6bn is going ahead, as is the expansion of capacity of Hindalco's aluminium smelter, by 72,000 tonnes to 242,000 tonnes.

The group, which has formed two joint venture companies with PowerGen of the UK to build two 1,000MW coal fired power plants in Uttar Pradesh and Madhya Pradesh, is negotiating power purchase agreements with Indian state agencies.

Mr B. K. Birla insisted that although he sits in Industry House, there was no question of there being dual control of the group.

"The executives can turn only to Kumar Mangalam for direction and advice," said Mr B. K. Birla, who will be waiting for an opportune moment to hand over his own Rs40bn group to his grandson.

Will Mr K. M. Birla turn out to be as good a businessman as Mr A. V. Birla? According to Mr Rama Prasad Goenka, chairman of RPG Enterprises, India's fourth largest business house, "give Kumar Mangalam time to settle down in his work and, who knows, he may even perform better than his legendary father."

"I let my two sons - Harsh and Sanjiv - run large companies independently when they were in their twenties and they outperformed me."

New Issue Closing January 4, 1996
This announcement appears as a matter of record only.



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Perstorp

Notice of Annual General Meeting

The Shareholders of Perstorp AB (publ) are hereby invited to attend the Annual General Meeting to be held on Saturday 27th January 1996 at 10.00 am (Swedish time) at Perstorp, Perstorp AB's employee centre in Perstorp, Sweden.

Agenda:

- Election of Chairman to preside at the Meeting.
- Preparation and approval of a voting list.
- Election of two persons to approve the minutes.
- Examination of whether the Meeting has been properly convened.
- Presentation of the Annual Report, the Auditors' Report on the Parent Company, the Consolidated Accounts and the Auditors' Report on the Group.
- Consideration of resolutions in respect of the following:
 - the adoption of the Parent Company Income Statement, the Parent Company Balance Sheet, the Consolidated Income Statement and the Consolidated Balance Sheet;
 - the appropriation of the Company's profit according to the adopted Balance Sheet; and
 - the Directors' and the Managing Director's discharge from liability.
- Determination of the number of Directors and deputy members of the Board and Auditors.
- Determination of the fees for the Board of Directors and the Auditors.
- The proposal of the Board of Directors for a resolution that the Company, by dispensing shareholders' preferential rights of subscription, shall raise a convertible debenture loan for a maximum nominal amount of approximately SEK 225 million through an issue of convertible debentures. The loan will carry an annual fixed interest corresponding to 12-month STIBOR minus 0.5 per cent. Conversion to series B shares will be possible. The conversion price will correspond to an amount equal to approximately 125 per cent of the average latest recorded price paid for series B shares of Perstorp AB on the Stockholm Stock Exchange during the period from and including 23 March up to and including 4 April 1996. The calculated conversion price will be rounded off to the nearest whole number of SEK. At full conversion the share capital, based on a share price of the Company after implementation of the bonus issue - of SEK 96, would increase by approximately SEK 18 million, which corresponds to a dilution of approximately 2.5 per cent of the number of shares and 1.2 per cent of the value of the Company, after implementation of the bonus issue.
- The right to subscribe for convertible debentures shall belong to persons who, at the expiry of the subscription period, are permanently employed at Perstorp AB in Sweden or at Perstorp's Swedish subsidiaries as well as to certain senior executives abroad.

A person with the right to subscribe shall be entitled to subscribe for convertible debentures corresponding to a minimum one block of 100 shares and a maximum 75 blocks together totalling 7,500 shares. A small number of senior executives shall be entitled to subscribe for a maximum 150 blocks together totalling 15,000 shares. The convertible debentures should be subscribed for during the period 8 April - 28 April 1996 and will be issued at a price corresponding to their nominal amount. The right to subscribe for convertible debentures shall be exercised by depositing the subscription fee with the company's bank account for the purpose of payment on 15 May 2001 to the extent that conversion has not been effected prior to that date.

13. Closing

In order to take part in the Annual General Meeting, Shareholders must be registered in the Shareholders' Register maintained by the Swedish Securities Register Centre (Aktieinskrivningscentralen VPC AB) not later than Wednesday 17th January 1996. Shareholders who have placed their shares in trust must temporarily re-register their shares in their own names to allow them to participate in the Meeting. A Shareholder must inform the trustee thereof in good time before Wednesday 17th January 1996. A Shareholder may attend and vote at the Meeting in person or by proxy. However, in accordance with Swedish practice the Company does not send forms of proxy to its Shareholders. Shareholders wishing to vote by proxy should submit their own forms of proxy to the Company.

Notification of intended participation at the Annual General Meeting must be given to Perstorp AB not later than Tuesday 23rd January 1996 at 3.00 pm (Swedish time):

- by telephone, by calling (08) 45 435 3886 (toll free); or
- by mail, addressed to Perstorp AB, S-294 80 Perstorp, Sweden.

The Company will confirm receipt of notices of participation by sending an admission card to be shown at the Meeting. This confirmation will also include a detailed description of the most suitable route to Perstorp.

The Board of Directors has decided to propose that the Record Date for dividends be Wednesday 31st January 1996. Should this be approved, it is anticipated that the dividend will be distributed by the Swedish Securities Register Centre on Wednesday 7th February 1996.

The complete proposals of the Board of Directors regarding the bonus issue, the amendments of the Articles of Association and the issue of convertible debentures, including the reasons for dispensing the shareholders' preferential rights of subscription, will be made available for inspection by the Shareholders at the head office of Perstorp AB in Perstorp and at the offices of Enskilda, Skandinaviska Enskilda Banken at 2 Cannon Street, London EC4M 6GF from Friday 13th January 1996.

Proposal for election of the Board of Directors

Shareholders, representing approximately 60% of the number of votes for the shares in the Company, have informed the Company that they intend to propose that the General Meeting re-elects as members of the Board Gunnar Dahlsten, Sture Fossén, Karl-Erik Sahlborg, Carl Henrik Wändt, Carl Johan Wändt, Karl Lennart Wändt and Gösta Wäng and that they intend to propose that the General Meeting elects as members of the Board Gösta Wäng and Mikael Wändt. The shareholders referred to above have also informed the Company that they intend to propose to the General Meeting that only two deputy members of the Board, instead of the present five, are elected and propose Katarina Wändt-Englund and Erik Wilhelm Wändt, both as new members.

The Board of Perstorp AB

Perstorp, January 1996

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INTERNATIONAL COMPANIES AND FINANCE

Slow progress seen in New York office market

By Richard Waters in New York

The New York office market, held back for much of this decade by high vacancy rates and falling or stagnant rental levels, is in the midst of a significant shift in ownership. Two bankruptcy reorganisations - involving Olympia & York's US properties and the Rockefeller Center - are about to leave new investors in control of a considerable slice of New York's prestige office space. Yet it is hard to find anyone predicting an immediate rebound that will bring these new investors a quick profit.

Among those expressing caution is Mr Gordon Arnell, head of Carena Developments, the private Canadian group controlled by the Brumman family that has emerged with control of a large part of the O&Y portfolio.

Carena became involved in the financial reorganisation through its one-third interest in three office towers at the World Financial Center, O&Y's flagship New York development. Now, having agreed to cede two buildings - at 237 Park Avenue and 1290 Avenue of the Americas - to a group led by Mr Leon Black, the Canadian group is left with control over the World Financial Center and four other O&Y office buildings.

Commenting on the prospects for the office property market earlier this week, Mr Arnell said: "I'm not a major optimist... I think the rate of recovery will continue to be quite slow in North America." The rise in rent levels, he added, "will be almost imperceptible", with a "slow, steady improvement over time". Most

of the improvement in effective rents would come about not from a rise in headline rents levels, which would hardly move, but from a reduction in the incentives landlords have used to attract tenants.

"New York is a tough and expensive place to do business... [But] I can't imagine a major financial institution trying to do business without a major presence in New York," said Mr Arnell.

Mr Richard Saunders, of real estate advisers Baring Houtson & Saunders, is among those who favours office markets in some of the big cities of the north-east over those in newer, more suburban areas elsewhere in the country.

He too, though, adds that investors will have to look over the longer term. "It's not going to change overnight - [the recovery] is going to be a bit more protracted than last time."

There is a rival view of New York's future as a commercial centre. This holds that computer power will eventually make such old-fashioned office centres redundant, as technology-driven industries such as finance fragment.

Proponents of this view will draw heart from comments made last month by Mr John Reed, chairman of Citibank. Known for his off-the-cuff, often futuristic remarks, Mr Reed mused in an interview that Citibank might be held back by being situated in an ageing city like New York: its senior managers might perform better if they were based close to the heart of the West Coast computer industry.

Citibank officials are quick to say that one of New York's biggest institutions is not considering leaving town.

Bowater set to defer price rise until April

By Bernard Simon in Toronto

An intense tug-of-war is under way between North American paper mills and their customers over a proposed newsprint price increase.

The first crack in the producers' ranks appeared this week with an announcement by South Carolina-based Bowater that it plans to raise its newsprint list price by \$50 a tonne to \$875 on April 1. Transaction prices are normally somewhat lower, as a result of trade discounts.

Most other North American producers had proposed a March 1 price hike. But, as the paper buyer for one large newspaper chain put it yesterday, "we're resisting March strongly".

Other producers are expected to follow Bowater's lead by delaying the proposed increase for a month. The big question however, is whether the industry will be able to push through an April price hike. Bowater said the increase was based on "the condition of our order book" in domestic and overseas markets.

However, one US-based paper consultant said he doubted whether the April price increase would stick, unless newsprint mills soon start adjusting capacity to a recent downturn in demand.

Mr Mark Gibson, vice-president for paper marketing at Fletcher Challenge Canada, said his company would reduce newsprint output "if required", rather than trigger the aggressive discounting that is typical of periods of weak demand in the pulp and paper business.

Newsprint has so far escaped the sharp downturn in international pulp and paper prices since last summer, thanks mainly to the absence of new capacity. Transaction prices have climbed in the past 18 months from \$410 to about \$750 a tonne.

Several mills have helped buoy the market over the past year or two by switching machines to higher value paper grades. According to Mr Gibson, "the capacity reductions have more than matched reductions in usage".

However, the balance of power in the newsprint market has tilted towards customers in recent months. According to the Canadian Pulp and Paper Association, stocks held by US publishers grew to 47 days' supply last November from 31 days a year earlier.

US daily newspapers' newsprint consumption was 7.3 per cent lower in November than a year earlier. Papers have introduced a variety of measures to conserve paper, such as narrower web widths on printing presses.

Electrolux buys control of Brazilian group

By Christopher Brown-Humes in Stockholm and Angus Foster in São Paulo

Electrolux, the world's leading maker of household appliances, yesterday gave a further push to its expansion drive in emerging markets by taking control of Refripar, Brazil's second-largest white goods manufacturer.

The Swedish group is buying 41 per cent of Refripar from Umuarama - a company linked with Mr Sérgio Prosdocimo, Refripar president - for \$50m to build on the 10 per cent stake it acquired in the

company in 1994. It plans to make a public offer for a further 37 per cent of the group at a potential additional cost of \$45m.

This is one of the largest single investments by Electrolux outside its main North American and west European markets and is line with a strategy of substantially building up its presence in Asia, eastern Europe, Latin America and the Middle East.

Electrolux believes these "new" markets will offer significantly faster growth rates and better margins than its mature western markets.

The group is spending about \$400m in China, India, south-east Asia, eastern Europe and Latin America as part of a campaign to double its sales in these markets to more than SK200bn (\$38n) - nearly 20 per cent of turnover - from SK100bn.

Further acquisitions are planned, although the pace of expansion is likely to slow in 1996 from last year's levels, Mr Leif Johansson, Electrolux chief executive, said yesterday. "Our focus will be on Asia and eastern Europe," he said.

Electrolux intends to turn Refripar, which had 1995 turnover of about \$600m and is Brazil's market leader in freezers, into its Latin American base for white goods production.

The takeover marks a further consolidation of Brazil's white goods market. Brasmat, the market leader, has Whirlpool of the US as a main shareholder while Continental, number three in the market, is controlled by Siemens of Germany.

Mr Lennart Ribohn, Electrolux vice-president, said: "We hope to enhance [Refripar's] product range, there are many more products which could be added, not just for Brazil but

for surrounding export markets too."

Mr Prosdocimo, whose family has controlled Refripar since soon after its founding in 1949, said Brazilian companies could no longer compete with multinationals now Brazil's import barriers had fallen. Umuarama will retain 12 per cent of Refripar.

Commenting on demand in Electrolux's main markets, Mr Johansson said nothing had changed the group's pessimism about prospects since it presented its nine-month figures in November. Full-year figures are due later this month.

AT&T split-up leads to resurrection of NCR

By Alan Cane

Once there was a venerable but worthy US computer manufacturer called NCR, one of the BUNCH companies including Burroughs and Univac which fought unsuccessfully with IBM for leadership of the global computer industry.

Yesterday the name and the company came back from the dead as a consequence of the break-up of AT&T, the largest US telecommunications company. AT&T bought NCR in 1991 and discarded the original name last year.

The new NCR is promising to reestablish its credentials in a market changed out of recognition. The change of strategy may lead to heavy redundancies among the 48,000 strong workforce in addition to the 7,000 job cuts already achieved.

Established more than 100 years ago as a cash register manufacturer, NCR had revenues of about \$50m and was profitable when AT&T bought it in 1991 after a bitter takeover battle.

The telecoms group was anxious to shore up its own falling computer business through the acquisition but after initial euphoria, the clash of cultures became evident. Mr Malcolm

Roberts, managing director of NCR in the UK, said: "I would not call the experience a nightmare, but we all learned a lot."

The NCR name was abandoned to be replaced by "AT&T Global Information Solutions"; most people agreed more than just identity was lost.

Today revenues are less than \$6m and the group is trading unprofitably. Mr Lars Nyberg, chief executive, warned that

the name change would be no magic elixir. "Our return to profitability depends on our ability to deliver in the marketplace," he said.

Yesterday's developments are the result of AT&T's decision last year to split into three publicly traded companies: the core telecoms company, a manufacturing operation including Bell Labs and the computer business.

Bausch sharpens focus for a clearer future

Things can only get better at Bausch & Lomb, the US maker of optical goods. The chairman and chief executive has quit; the Securities and Exchange Commission is probing allegations of accounting irregularities and a profits recovery has stumbled; and yesterday the company announced a \$27m restructuring charge.

It would make a change, disgruntled investors might say, for the company's recent history has been a catalogue of disappointments. A few years ago, Bausch & Lomb's shareholders were enjoying rich rewards thanks to rocketing sales of contact lenses, its range of lens care products, and its classic Ray-Ban sunglasses such as the Wayfarers and Aviators.

That started to go wrong in 1994, when net profits tumbled from \$156.5m to \$12.5m because sales of Bausch & Lomb's contact lenses and sunglasses failed to meet projections. Faced with a worldwide glut of its products, the company had to bear the cost of buying back surplus inventories from distributors, or cutting prices to clear the unwanted goods.

Later, the US magazine Business Week alleged that the glut arose because Bausch & Lomb foisted large quantities of products on to its distributors in late 1993 to lift its results. The magazine claimed the distributors were told they need only pay for the products when they were sold, yet Bausch & Lomb booked them as sales immediately. The

mission has since started an investigation into the company's accounting practices. In October, Bausch & Lomb's board set up a special committee of outside directors to conduct its own inquiry.

Last year, Bausch & Lomb had hoped to bounce back from these misfortunes. But although the first three-quarters of 1995 appeared to mark a strong recovery from the previous year's poor results, the company warned last month that fourth-quarter earnings would be only 40 to 50 cents a share, far below the 75 cents predicted by analysts.

Mr Daniel Gill, chairman and chief executive for the past 13 years, tried to counter this setback by announcing a three-year strategic plan aimed at putting the company back on track. He also froze his top executives' pay and asked for his own pay to be cut by 10 per cent until earnings reached "an acceptable level".

By this time shareholders had had enough. After a stormy meeting with institutional investors last month, Mr Gill succumbed to the inevitable and offered his resignation. The board anointed a potential successor by promoting Mr William Carpenter, a senior executive who had joined only nine months earlier, to the post of president and chief operating officer.

According to Wall Street analysts, the cause of Bausch & Lomb's problems lie in its slowness to recognise important changes in its key markets, particularly that for soft contact lenses.

Contact lens wearers prefer new lenses because they are more comfortable and give better vision. Recognising this, Johnson & Johnson, Bausch & Lomb's big rival in the business, invested heavily in technology that enabled it to produce disposable lenses at an attractive price, leaving Bausch & Lomb trailing with an out-dated product.

Meanwhile, Bausch & Lomb's lens care solutions suffered from a combination of private label competition and the trend to disposable lenses, which required less care. And the Ray-Ban division was hit by a shift in fashion from classic sunglasses towards rapidly-changing designs and rarer, sports-oriented styles such as those made by the California-based Oakley.

Bausch & Lomb is now, if belatedly, reacting to these developments. It has come up with its own disposable lens called the SoftLens66 and is developing ways of mass-producing it; it is building a new family of sunglass brands aimed at the faster-growing portions of the sunglass market; and it is managing its lens care business for cashflow and moderate growth.

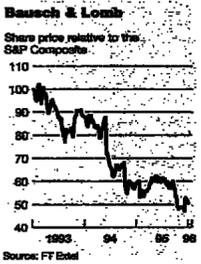
It is also cutting costs. Yesterday the company announced it would take a restructuring charge of \$75m, or 30 cents a share, against fourth quarter earnings to cover the cost of

plant closures and reorganisations aimed at restoring the loss-making contact lens business to profit. It also said it was axing 35 headquarters jobs and selling one of the two company jets.

However, Mr Lawrence Kensch, analyst at Goldman Sachs, says the biggest concern remains the contact lens business, where Johnson & Johnson is planning to spend close to \$400m on new manufacturing capacity in the next three to five years.

Bausch & Lomb is hoping its contact lens business will be generating \$75m a year in operating profits by 1998. "But when you have a competitor out there like Johnson & Johnson," says Mr Kensch, "you have to ask how easy that is going to be."

Richard Tomkins



American General to lift loan-loss provisions

By Richard Waters

American General, the US financial services group, said yesterday it would add \$215m to its provisions against loan losses, the latest sign that concerns about credit quality in consumer lending are beginning to invade the US financial industry.

The company, whose biggest operations are in insurance, said the provision would lift its allowance for loan losses at the end of 1995 to almost \$600m in all, or 5.9 per cent of its receivables. A year before, the provisions had stood at \$226m, or 2.9 per cent of receivables. The provisions relate to the group's consumer finance arm.

American General's move follows indications from the company in recent months that it expected bad debts to increase.

It has been one of a small number of companies in the consumer finance industry to report a marked deterioration in credit quality.

An increase in bad debts among consumers has also been apparent in official data in recent months, prompting warnings from some Federal Reserve officials that banks and others may have been too aggressive in their pursuit of new borrowers.

Credit card debt in the US increased by more than 25 per cent last year.

October 31, 1995

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Banco Francês e Brasileiro S.A.

and other selected subsidiaries of

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UBS Securities Inc. acted as financial advisor to Banco Itaú in connection with this transaction.

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November 18, 1995

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has acquired selected assets, liabilities and subsidiaries of

Banco Nacional S.A.

UBS Securities Inc. acted as financial advisor to Unibanco in connection with this transaction.

UBS Securities Inc.

In accordance with the standard conditions relating to the payment of the undermentioned dividends, payments from the office of the United Kingdom Registrar will be made in United Kingdom currency at the rate of exchange of £5.6206 South African currency to £1 United Kingdom currency, this being the first available rate of exchange for remittances between the Republic of South Africa and the United Kingdom on 9 January 1996, as advised by the companies' South African bankers.

The United Kingdom currency equivalents of the dividends are therefore as follows:

Name of Company (All companies are incorporated in the Republic of South Africa)	Dividend No.	Date Dividend Declared (1995)	Amount per share (pence)
Gold Fields Coal Limited	165	6 December	15.98409p
Driefontein Consolidated Limited	45	12 December	8.88005p
Gold Fields of South Africa Limited (convertible redeemable cumulative preference shares)	23	12 December	25.75214p
Kloof Gold Mining Company Limited	52	12 December	7.99204p

London Office and Office of United Kingdom Registrar: Gold Fields Corporate Services Limited, Greenacre House, Empire Square, London SW1P 1DH

10 January 1996

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COMPANY NEWS: UK

Sainsbury chief splits posts to try and halt decline in volumes

Christmas sales fail to please

By Neil Buckley

Differing experiences in the retail sector were reflected in announcements yesterday by three leading companies in the market.

Both Next and Dixons reported strong Christmas seasons whereas J Sainsbury shook up senior management and redefined its chairman's role in a move designed to halt the decline in sales volumes and market share.

Next, the clothing retailer and mail order group, said strong Christmas trading had helped produce another set of good sales figures for the second half of 1995.

Dixons, the UK's biggest electrical retailer, reported a 41 per cent increase in interim pre-tax profits and strong Christmas trading. However it saw its shares fall sharply as it failed to meet the best City forecasts.

Mr David Sainsbury moved to divide his role of group chairman and chief executive of the UK's biggest grocery retailer but created two chief executives to head different sides of the business.

The move failed to satisfy institutions and analysts who had called for a clearer split and the appointment of a single group chief executive. That, coupled with confusion over a statement from Sainsbury which did not fully explain the changes, caused the shares to slip 1p to 388p.

At Next total sales in the high street retail division from July 30 to December 30 rose 13 per cent, from selling space which increased 4.5 per cent. Sales in Next Directory, the mail order business, were up 17 per cent.

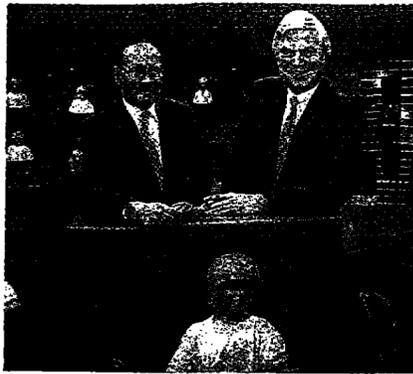
However the shares fell 16p to 437p, as it failed to match the City's most optimistic forecasts of a double-digit like-for-like sales increase in the retail division.

Mr David Jones, chief executive, said the performance of all Next's businesses - women's wear, men's wear, children's wear and home furnishings - had been equally encouraging.

But he warned that consumers remained highly cautious and selective. "People are not eager spenders. But they look around and they buy value and they buy quality", he said. Next's two-week post-Christmas sale had gone well, and the spring and summer ranges were already being introduced into stores.

Dixons reported profits for the 28 weeks to November 11 up from £26.6m to £31.5m (£88m), while sales for the first eight weeks of the second half, including Christmas, increased 28 per cent in total and 10 per cent on a like-for-like basis, excluding new stores.

The shares, which, in common with many large retailers, have performed strongly in recent weeks, fell 14 1/2p to 409 1/2p.



John Clare, right, and Robert Shrager, Dixons' finance director

Analysts said reports of strong Christmas trading had pushed expectations for retailers' trading statements too high.

"There's no way you could make a negative comment about anything Dixons said today," said Mr Tony Shiret, retailing analyst at BZW.

Group turnover increased 15 per cent from £745.7m to £855.7m.

Sales in Dixons, the high street chain which is being focused on "personal" and "portable" electronics such as cameras, personal hi-fi and

mobile phones and laptop PCs grew 11 per cent in total to £282m. Like-for-like sales rose 9 per cent - compared with a decline of 2 per cent in the comparable period.

Mr John Clare, group chief executive, said Dixons had benefited from the change of focus, and from store refurbishment.

In Currys, the out-of-town superstore division which is focused on larger brown and white goods, total sales increased 15 per cent to £484m. Like-for-like sales were up 10 per cent, the best performance for some years.

Granada and Forte on final leg of bid race

By David Blackwell and Soheerzade Daneshkhu

The takeover battle between Granada Group and Forte, the UK's largest hotels company, intensified yesterday as the two groups set out on the final leg of the race to win investor support.

Granada, the TV, leisure and catering group which has raised its hostile bid to £2.78bn, called on Forte to clarify the "muddled thinking" in its defence, particularly over dividends. The hotels group accused Granada of abandoning its "previous so-called strategy" and becoming a forced seller of assets.

Meanwhile, institutional shareholders in London and Scotland were preparing tough questions for both sides.

Some were incensed by Granada's promise of a £20m payment to buy out the voting control of the Council of Forte.

One institution described the figure as "considerably out of court". Another said that the sum, coming out of sharehold-

ers' pockets, suggested that Forte shares had been worth 5p less than previously believed.

Several institutions said that if Forte retained its independence and then sought to buy the council's voting rights, they would not support the offer of a similar sum.

Granada shares rose 16p to 653p yesterday, with large purchases by several institutions, including Mercury Asset Management, MAM, which also bought Forte shares yesterday, could play a pivotal role in the outcome as it holds 14 per cent of Forte and 14.5 per cent of Granada.

Forte shares were up 9p to 360p - close to Granada's cash alternative of 362p.

Granada attacked Forte's dividend promises, suggesting that in order to match Granada's dividend cover of 3.5 times, Forte's pre-tax profits would have to be £287m - an increase of 147 per cent in its defence document Forte said it would pay a dividend for this year of 8.5p on forecast pre-tax profits of £190m.

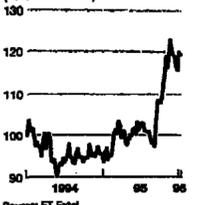
LEX COMMENT
Life assurance

The Personal Investment Authority's initiative to simplify the way investment products have to be sold is good news. One year after the introduction of the new disclosure rules, it is clear that the process is ludicrously complicated. It can take a life assurance sales agent three hours to fill in 30 pages of questionnaire, irrespective of whether the customer wants a fundamental review of his finances or just to put some money into a unit trust. Part of that is due to the belt-and-braces approach of life insurers following the scandal over pensions mis-selling. But it is also the result of a plethora of new rules imposed in the name of investor protection. The PIA now intends to cut back much of that regulation by reducing lengthy forms to a checklist of minimum requirements, which could vary depending on the complexity of the product; by rewriting its rulebook so it is less prescriptive; and by using new technology to simplify the way it monitors members.

The regulator's aim is to make it easier for consumers to buy the right products. But the spin-offs for the life insurers should be considerable.

Complying with the disclosure rules costs the industry roughly £200m a year at present. A more efficient sales process would boost productivity. And there is anecdotal evidence that business is being lost, because individuals who find the whole experience too complicated leave their money in the bank. The PIA's move should underpin the sector's recent outperformance.

Life Assurance
Relative to the All-Share (FT-SE-A Index)



Source: FT Index

DIGEST

CRH spends £38m in US and Europe

CRH, the building materials group and one of the Republic of Ireland's largest companies, has announced a package of acquisitions and investments worth £38m (£60m). It is spending £14m in the US to expand manufacture of masonry products at its Arizona and Indiana plants, to build a new concrete pipe plant in North Carolina and install a glass laminating line at its Tampa architectural glass plant in Florida.

CRH is also investing £12.4m in mainland Europe. This includes a £5.3m purchase, including debt, of Grillo Baustysteme, a German rooflight manufacturer. CRH has also bought Vebacom, a Belgian manufacturer of extruded polystyrene insulation in a deal worth £25.5m. Keyline, the company's UK builders' merchants subsidiary also announced the purchase of a further 23 branches for a total cost of £11.6m. This increases the size of Keyline's branch network to 100.

Andrew Taylor

Tarmac/Wimpey nearer swap

Tarmac and George Wimpey are on the verge of signing contracts to swap their housebuilding, quarrying and contracting businesses, allowing the biggest shake-up this century of the UK construction industry to proceed.

Due diligence studies have almost been completed by both groups, with only one or two marginal issues to be resolved, none of which would prevent an asset exchange proceeding.

Contracts could be signed as early as next week. A circular would then be sent to shareholders detailing terms of the transfer.

Andrew Taylor

Sema drops Cisi buy

The planned purchase of Cisi, the French systems integration and outsourcing company, by Anglo-French computing group Sema has been abandoned after unions representing Cisi employees rejected the sale. The deal was thought to have been worth about £60m.

In a brief statement issued yesterday, Sema said that negotiations between the two companies had been terminated "at least for the time being". Sema announced the deal in mid-October.

The failure of the talks is a blow to Sema, which had intended the purchase of Cisi - the computer services arm of the Commissariat à l'Énergie Atomique, the French government agency - to strengthen its interests in the defence and space technology sectors.

Patrick Harverson

Aon buys insurance portfolio

AA Commercial Insurance Brokers has sold its insurance portfolio to Aon, the US-based broking group, for an undisclosed amount.

The operation is estimated to have turnover of about £750,000 and is likely to have been sold for about £11m. Mr Mark Wood, managing director of AA Insurance, said he was anxious to concentrate on its "core" business as a personal lines intermediary.

Ralph Atkins

Vibroplant sells US offshoot to Primeco for \$69m

By Peter Pearce

Shares in Vibroplant climbed 7p to 81p yesterday as the plant hire group announced it was to sell American Hi-Lift, its US operations, to Primeco for \$68.8m, including debt.

In the interim results to September 30, pre-tax profits of the US side increased sharply to £2.31m (£784,000), compensating for the downturn to £1.37m (£43m) from UK operations and enabling the group to report a 14 per cent pre-tax profit rise to £3.68m. However, Mr Jeremy Pilkington, chairman, said that Vibroplant's three-to-five-year aim was to achieve leadership in its markets in the UK: that put the sale on the cards.

He added that the selling price was a high one because the business was performing well, having benefited from

£22m of capital expenditure in the 18 months to September 30. American Hi-Lift hires and sells aerial lift equipment and is mainly represented in Texas, California, Florida and Georgia.

The selling price of \$46.5m consists of a pre-sale dividend of \$15m, a management charge of \$1.7m and \$29.8m cash. Debt at November 30 was \$22.3m.

The consideration will wipe out Vibroplant's borrowings (excluding finance lease debt) and will leave the group with £20m of cash, before any tax is payable on the sale. Mr Pilkington, whose family controls some 51 per cent of group equity, said the money would help the UK operations grow organically and by acquisition. He thought the UK plant hire market was "tough and getting tougher, with volumes down and prices off".

Float discussions stepped up by FI

By Paul Taylor

FI Group, the private computer services group, is stepping up consultations with its 1,500-strong workforce about a possible flotation.

The group, which also announced a 38 per cent increase in first half pre-tax profits to £2.09m (£3.2m) has appointed UBS in addition to Granville, its existing merchant bank, as financial advisers and has launched a nationwide roadshow to explain the advantages and disadvantages of flotation.

About 80 per cent of the company's employees are shareholders, controlling 54 per cent

of the equity. No timetable has been set, although prospects for an early move may have been enhanced by the positive market reception to the CMG flotation last month, and the latest results.

Turnover for the group, which provides a range of "outsourced" IT services and training, rose 32 per cent to £27.4m in the six months to October 31, while operating profits increased 38 per cent to £1.97m.

Mr Hilary Cropper, chief executive, said 1995 had been a year of high growth with 14 large customers added in the second half and a particularly strong order intake.

£6.5bn vintage year for IT deals

By Alan Cane

1995 was a vintage year for mergers and acquisitions in the information technology business, with record numbers of transactions in Europe and the UK. M&A experts believe 1996 will prove at least as good as the drive towards globalisation in the industry continues. According to Regent Associ-

ates, which specialises in IT acquisitions and alliances, some 348 acquisitions were announced in 1995, a 23 per cent increase over the previous year. The deals were worth a combined £5.5bn, 49 per cent ahead of 1994.

Mr Peter Rowell, Regent Associates' managing director, said the communications mar-

ket was especially active. "US companies in particular are ensuring that they have access to the latest ISDN (high transmission capacity) and Internet products, and are prepared to pay premium prices for companies which own leading edge technologies," he said.

The largest deals were Cable and Wireless's purchase of 45 per cent of Vebacom of Germany for £352m, and the £579m purchase of SBC Cablecomms by TeleWest, the UK-based cable operator.

Regent said the software and services sector was busiest, with almost half the deals, but the communications sector showed the greatest growth.

The period was also notable for substantial rationalisation in the electronic systems and components distribution sector. "Suppliers are recognising the importance of economies of scale in countering the effects of reducing prices," said Mr Rowell. "The newly floated Datronsch was one of the most active acquirers, with five transactions in four countries consolidating its position

as a leader in memory distribution. If the first week of the new year was an indicator, M&A activity would be stronger than in 1995, he added.

Merger activity in Europe was now several times greater, according to Broadview Associates, the US-based M&A specialist.

It said that smaller European firms were looking for international partners to deliver the capital and resources not readily available through flotation or venture capital. "For many large international companies, acquiring successful European firms brings needed specialist skills and proven technologies."

A result has been a continuing decline in the number of top European-owned IT companies. In 1988, 10 of Europe's top 30 software houses were subsidiaries of US firms; by 1994 the number had almost doubled to 19. According to the publication System House, there is now no wholly owned UK software and services company among Europe's top 25.

Börjesson will step in at Rexam

A new chief executive and non-executive chairman were announced yesterday by Rexam, ending speculation over the two top jobs at the paper and packaging group.

Mr Jeremy Lancaster, 69, who steps down from the board of Wolesey, the building materials group, in July, will become chairman of Rexam on the retirement of Mr Mike Woodhouse at the annual meeting in May.

Rexam, which has issued two profits warnings in four months, also named Mr Rolf Börjesson, 53, as chief executive. Mr Börjesson, 53, has been the chief executive of PFM, the Swedish packaging group, since 1987. He replaces Mr David Lyon, who is retiring in June, but will continue as a non-executive director.

Kingfisher to pay £59.3m for 20% holding in BUT

By Peggy Hollinger

Kingfisher, the high street retailer, is to expand in France through a £59.3m deal to buy a 20 per cent stake in BUT, a furniture and electrical goods retailer.

Mr Geoff Mulcahy, chief executive, said the deal was a "real opportunity, and a sensible way to build on the success of Darty I France's leading electrical goods company which is a Kingfisher subsidiary". It is understood Darty

had been seeking a stake in family-owned BUT for some time.

Shares in Kingfisher fell 18p to close at 544p. The fall was initially sparked by fears over the group's trading statement, due next week, after a disappointing profit increase yesterday from rival Dixons, the electricals group.

However, some analysts also suggested that the deal to take a stake in BUT, which has 232 mixed format stores, had left Kingfisher vulnerable to criti-

cisms of overpaying. Kingfisher has the right to take control after two years at a price to be determined.

"It looks like they are paying a very full price, for what is a very good business," said one analyst. "But it is difficult to justify in terms of return on capital."

The two companies are very different retailers, with BUT heavily driven by promotions. Last year, BUT made profits of £23.9m on sales of £1.1bn, including fees from franchisees.

Whitbread trading on target

Both sales and profits of Whitbread for the Christmas period were in line with expectations and ahead of last year, although market conditions were variable, said Mr Peter Jarvis, chief

executive. Outlets in the high street and on retail parks performed most strongly.

He said the beer side achieved sales volumes significantly ahead of last year.

RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Banks (Citywise)	6 mths to Oct 31	133.5 (122.8)	2.41 (1.48)	17.8 (11.2)	Apr 4	3.5	-	10
Diageo	26 wks to Nov 11	855.7 (745.7)	37.5 (26.8)	5.9 (3.7)	Mar 4	1.8	-	7.25
Swire	6 mths to Oct 31	2.73 (2.66)	0.71 (0.51)	1.87 (1.86)	Mar 7	0.5	-	1.1
Ingham	6 mths to Sept 30	13.3 (13.9)	1.08 (0.85)	6.81 (2.2)	n/a	1.75	-	3.5
Jersey Electricity	Yr to Oct 1	39.5 (39.2)	3.43 (4.33)	313 (310)	Feb 27	249	399	398
W&A	Yr to Oct 1	107.6 (85.5)	2.88 (2.51)	10.89 (10.84)	Feb 23	2	3.8	3.25
Royal	6 mths to Oct 31	154.8 (118.1)	1.35 (1.16)	3.55 (3.42)	Apr 9	0.27	-	2.82
Savills	6 mths to Oct 31	18.5 (17.6)	1.84 (1.9)	3 (3.1)	Feb 27	0.75	-	2.5
Investment Trusts								
Fleming General Inv.	6 mths to Nov 30	265.9 (267.3)	0.042 (0.19)	0.25 (1.28)	Feb 29	0.75	-	355
Fleming Intl High	6 mths to Nov 30	45.35 (39)	2.45 (1.98)	2.19 (1.77)	Feb 28	1	-	3.7

Earnings shown best. Dividends shown net except £80ms. Figures in brackets are for corresponding period. *After exceptional charge. †After exceptional credit. ‡Comparatives restated. †On increased capital. ‡Includes 0.1p special dividend

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This announcement appears as a matter of record only
November 1995

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Savia
a company incorporated in the Republic of Poland

The undersigned acted as financial advisers to Tesco Plc

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DIVIDEND NOTICE

At the Annual General Meeting held on December 28, 1995, it was decided to pay a dividend of US\$ 0.10 (cents) per share on or after January 26, 1996 to shareholders of record on January 4, 1996 and to holders of bearer shares upon presentation of coupon no 2.

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Fidelity Investments

TECHNOLOGY

Electric cars get a plug

Ford and Chrysler are collaborating on a common charging system for the electric cars expected to take to California's roads later this decade. The aim is to avoid the emergence of competing charging systems which would make it more difficult for electricity utilities to install a viable recharging infrastructure.

"The goal is to avoid the VHS versus Beta problems we saw with early video tape technology," according to John Wallace, director of Ford's electric vehicle programme. A key feature of the company's charging system is a connecting plug designed to be safe in all weather conditions.

It was designed and developed by SCI Systems, the US electronics contract manufacturer, to outline specifications agreed jointly between Ford, Chrysler, five other car makers, electricity utilities and the California Air Resources Board, which is in control of the state's clean air legislation. General Motors has developed a separate system through a subsidiary, Hughes.

It is intended that the group's equipment will serve as the basis for legislative standards to be drawn up by the US's Society of Automotive Engineers and to be proposed for international standards development.

The working council is pressing ahead with the development of a charging infrastructure despite the air resources board recently backtracking on legislation which would have required 2 per cent of carmakers' sales in California to be of "zero emissions vehicles" (ZEVs) starting in 1998.

Meanwhile, Ford is advancing its overall design and development capabilities through a new technology relationship with Structural Dynamics Research Corporation of the US.

SORC is supplying Ford with its latest computer-aided design, manufacturing and engineering software, services and processing to enable Ford to integrate its design automation under its so-called "C3P" programme.

John Griffiths

Drug testing can make or break a pharmaceuticals company. UK company Boots, for example, sold its drugs business in 1994 after the failure in the final stages of testing for its heart drug Manoplax.

US biotechnology company Synergen collapsed in the same year when its septic shock drug failed at a similar stage. Other biotech companies have succumbed to similar fates.

At the same time, the people good at running clinical trials can make fortunes for their employers. Every drug that reaches the top 100 best-sellers can count on eventual revenues of \$1m (£500,000) a day. Since the lifespan of a drug is limited to 20 years of patent protection, each day cut from testing creates an extra day of patent protected sales. An extra week means a lot of extra revenue.

According to the industry-sponsored UK Centre for Medicines Research, it takes 11½ years for a typical drug to pass through basic research, clinical testing and regulatory approval. The time needed for basic research may now be getting shorter, thanks to a better understanding of the structure and functions of drug molecules.

At the same time, regulators are working more quickly, partly under pressure from patient lobby groups and partly as a result of computer analysis of drugs trial results.

The net effect, according to Boston Consulting Group, the management consultancy, has been to increase the proportion of pre-product launch time taken up by clinical trials from 46 per cent in the 1970s to 55 per cent in the early 1990s.

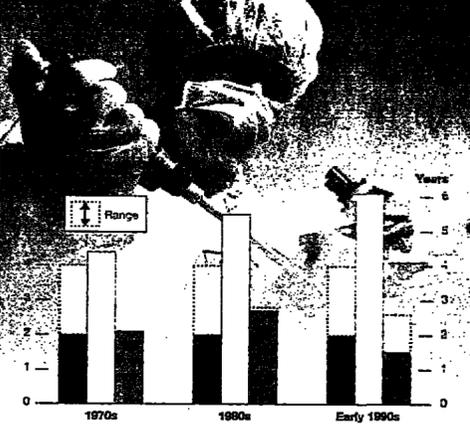
Stuart Walker, director of the Centre for Medicines Research, says that drugs companies have woken up to the problem. "The aim for the main companies is to cut the time a drug spends in clinical trials from almost seven years to five," he says.

Yet clinical trials managers face increasing pressures to lengthen, not shorten, trials.

Regulators demand ever more rigorous tests with more people and greater statistical reliability. According to Peter Farrow, senior director of European clinical development for US drugs company Pfizer, "the average amount of data included in the submission to regulators is up four-fold over the past decade".

Pharmaceutical marketing departments want extra information about a drug's performance. If economic data show that a new drug can cut costs elsewhere in healthcare - perhaps in allowing a hospitalised patient to go home sooner - they can charge a higher price. They also want quality of life data. For an arthritis drug to be put on a hospital's list of first choice drugs, it is not enough that a

Getting a drug to market



Phase of drug development
 Research Time from first pharmacologic testing to first human testing
 Development Time from start of human trials to regulatory filing
 Regulatory approval Time from submission to approval

Source: The Boston Consulting Group

Testing times

Drugs companies are being forced to become more efficient at drug trials, says Daniel Green

patient has less pain and more mobility. The drug's effect must be measured on scales that cover everything from psychological well-being to whether the patient can carry shopping home.

Senior management wants to move into untapped markets with drugs for conditions that are poorly treated. But many of these "new" diseases are slow. Jörg Reinhardt, senior vice-president of international development at Swiss drugs company Ciba, says it can take two-and-a-half years to conduct a single large-scale trial on a disease such as Alzheimer's.

Fortunately for the industry, there is plenty of room for improve-

ment, says one senior pharmaceutical industry watcher. "They [drugs companies] have been inefficient in the past because they have been too successful. They have been able to make money without trying to become more efficient."

At the core of the effort to improve is information technology. Reinhardt says a typical large drugs company spends £20m-£30m on information technology in capital costs alone.

The aim is to allow data to be collected electronically at the hospital. The data can then be transferred to a central location and analysed rapidly. The period between the end of a trial and the comple-

tion of statistical analysis can be cut from months to weeks. Reinhardt says the total time consumed by trials could eventually be cut by 20 per cent or 30 per cent.

In addition, fewer different trials are being conducted. National regulators are increasingly willing to accept results from trials held in foreign countries. Companies have found it cheaper to conduct all trials to the same standards, even if this means using higher standards than might be necessary in some markets.

The increasing importance of clinical trials has triggered the emergence of a new industry, contract research organisations (CROs), which specialise in running trials.

CRO sales are rising at 15 per cent a year, according to Boston Consulting Group. This year's revenues in the US alone will be \$1.6bn. CROs are no cheaper than in-house drug development, says Farrow. But they are faster because the drug company does not need to recruit staff to run the trials.

To move beyond the changes that are already under way, both in-house drug developers and CROs are beginning to pick apart the components of clinical trials. Some changes are simply adopted from other industries. Walker says benchmarking - in which several companies' methods are compared to try to identify best practice - has caught on in the drug industry as never before.

Elsewhere, the very basics of trial design are being questioned. Geoffrey Tucker, from the Department of Medicine and Pharmacology at Sheffield University in the UK, last year questioned the standard practice of recording the responses of patients to one size of dose. A range of doses, to try to take account of differences in the metabolism between individuals, might be more difficult medically and statistically, but it could be more economical.

That still leaves the question of whether to bother researching drugs in disease such as Alzheimer's, where testing can take much longer than with, say, antibiotics.

Increasingly, companies are taking the more difficult option, largely because areas that are easy to test are already crowded. Companies that do so ensure their portfolio of drugs in development is balanced by research where testing is quick, such as in cancer or vaccines.

The feeling in the pharmaceutical industry is that the work on improving the efficiency of drug testing has only just begun. Information technology will continue to spread. Contracting out to CROs will gain further in popularity. The push into new diseases will redouble the emphasis on benchmarking. The reward for success is \$1m a day.

Worth Watching - Vanessa Houlder



Plants using sulphur to fight fungus

Gardeners have long used sulphur on plants to curb fungal infections. Now scientists have discovered a mechanism by which a plant naturally accumulates sulphur to protect itself from disease.

When scientists from the Universities of Bath and Bristol in the UK investigated disease-resistant strains of cocoa, they found that sulphur was concentrated in tissues, such as the vascular system, likely to come into contact with pathogens from the roots. Cocoa is highly vulnerable to fungal infections, with a quarter of the world's production of cocoa lost to disease every year.

This is the first time that inorganic elements have been directly implicated in disease resistance, other than by strengthening plant cell walls, according to a report on the work in today's Nature.

University of Bath: UK, tel (0)1225 326826; fax (0)1225 326419.

Caught by 1bn images a second

German scientists have developed an ultra high-speed camera capable of recording 1bn images per second.

PCO Computer Optics, a Kehlheim-based company, and the Fraunhofer Institute for Material Physics and Thin Film Technology have designed the camera for studying extremely fast events such as ignition and combustion.

Although modern video cameras can record thousands of images per second, they are not fast enough to capture the exact sequence of rapid events, such as dispersion of carbon monoxide through an engine.

The high-speed camera uses four charged coupled device recording chips - the

photo-electric circuitry which transforms light into electronic data - instead of the usual one. It also uses a long-range microscope as a lens, which allows details as small as a few hundredths of a millimetre to be seen from a distance of 1m.

Fraunhofer Institute for Material Physics and Thin Film Technology: Germany, tel 351-6536104; fax 351-6539546.

Mould may plague "sick" buildings

Exact causes of "sick building syndrome", an ailment which tends to occur in sealed, air-conditioned offices, have proved difficult to pin down.

The complex nature of the problem has been underlined in work by the Georgia Institute of Technology which suggests that building materials are sometimes wrongly held to blame.

The syndrome, which causes irritated eyes, fatigue and itchy skin, is often associated with volatile organic compounds such as hexane, methylene chloride, benzene and acetone. These are usually assumed to be emitted from building materials, paints and cleaning supplies.

But the Georgia Institute of Technology found that the metabolic gases emitted from moulds and fungi growing inside buildings may be a significant source of these airborne volatile organic compounds.

Many of the volatile compounds produced by the cultured fungi were identical to those originating from solvent-based building materials and cleaning supplies.

Georgia Institute of Technology: US, tel 404 8943444; fax 404 8946983.

Program hits the right note on paper

A computer program that turns musical performances into printed sheet music could speed up the production of scores by composers, arrangers and publishers.

Sibelius Software, based in Cambridge in the UK, has already written programs which could write a score if the music was played in a precise fashion, one note at a time. The new program can distinguish between lengths of notes and variations in a performer's rhythm and speed.

Sibelius Software: UK, tel (0)1223 302765; fax (0)1223 351947.

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COMMODITIES AND AGRICULTURE

MMC milk market investigation called for

By Deborah Hargreaves

Northern Foods, one of the UK's largest dairy groups, yesterday called for a full investigation by the Monopolies and Mergers Commission into the supply of milk in England and Wales following the abolition of the government's statutory purchasing body in 1994.

The Office of Fair Trading is reviewing the milk market and will soon decide whether to refer the industry to the MMC.

Dairy companies have been very critical of Milk Marque's sales system as it resulted in price increases that cut into their profits. Many companies say they have been forced to close dairies and cut jobs.

Mr Neil Davidson, group executive of Northern Foods and president of the Dairy Industry Federation, said yesterday: "Our major complaint as processors is not that prices

are too high per se, but that the selling system Milk Marque has imposed on the industry allows it unilaterally to set the price of our raw material."

He told a select committee of MPs that prices had not been artificially low under the old selling system even though UK prices were among the lowest in the European Union. "The acid test is farm incomes and the UK was consistently at the top of the dairy farm league beaten only by Holland."

Dairy company officials also criticised Milk Marque for paying its farmers to produce

more butterfat when consumers favour low fat products. Mr Davidson said the milk board had been totally unresponsive to changes in consumer demands and farmers were getting the wrong signals over what to produce.

"Dairy companies have to get rid of this dollop of fat and will find the most profitable market for it," said Mr Davidson. That market had been in supplying butter to Russia over the past year, he said.

Mr Andrew Dave, chief executive of Milk Marque, later countered that this was not the

case. He said the milk board had now Milk Marque had changed its payments to farmers in favour of protein content rather than fat.

Mr Dave said the dairy industry's complaints about Milk Marque's selling system were "disgraceful". Milk Marque was forced to introduce a bidding system in the first place by the OFT because it controls more than 25 per cent of supply. "Nothing would give me more pleasure than to negotiate individually in the way the dairy companies want," he said.

Gold breaks the \$400 barrier

By Richard Mooney

The speculative assault on the gold price barrier at \$400 a troy ounce succeeded yesterday, when the London Bullion Market price touched a 29-month high of \$402 an ounce. But the speculators' triumph was short-lived. By the close the price had edged below that psychologically significant level on profit-taking and producer selling.

After languishing between \$370 and \$395 an ounce for most of last year, ending in London at \$387, gold suddenly caught the eyes of the US investment fund managers as the new year opened. Their buying quickly had the metal poised for a foray into the \$400s, but in the absence of significant physical demand the final push was a little while coming.

In the event the option-covering that some analysts had suggested would be triggered by a move above \$400 appears not to have materialised, at least not in the quantity they had expected.

One analyst who has found the rally unconvincing is Mr Andy Smith of the Union Bank of Switzerland. He said in his commentary yesterday morning that hopes for an options-driven boost were misplaced. "Above all," he said, "the feeling that gold still has one foot in the grave is hard to shake."

Gold last breached \$400 in response to a well-publicised, concerted technical play by speculators. Sir James Goldsmith and Mr George Soros. But at that time, Mr Smith noted, physical demand for the metal had been buoyant.

London broker GNI suggested, meanwhile, that gold's strength was a reflection of the weakness of US equities. "The dominant focus of the bullion market at the moment is the US and therefore anything which is perceived to increase its attractiveness to investors will be seen as a reason to buy," it said in a market commentary.

EU malt exports may be reopened

By Deborah Hargreaves

The European Commission meets today to decide whether to re-open the European Union's malt exports following criticism from the British government over its handling of the malt market.

The commission stopped issuing licences for the export of malt just before Christmas as well as putting its system of export refunds on ice.

Government officials believe the commission was responding to overheating in grain markets following its decision to impose export taxes on wheat and barley. Malt is made from high quality barley, but it is a specialised market and operates in a different way from other grain markets.

"Malt is different. Exports run over the whole year with regular customers. It is not opportunistic but I'm not sure we're getting our message across to the commission," said Mr Ivan Murrell, secretary of the UK Maltsters Association.

The commission has tried to exert increasing control over grain markets following the sharp run-up in world prices. Last year, the commission suspended export licences following requests to ship 1.4m tonnes of malt. It was concerned about the volatility in the barley market and also worried that too much was being exported.

However, the UK government estimates that traditional exports of malt are around 1.8m to 1.9m tonnes and that the commission risked squeezing out trade that was consistent with previous years' levels. "Some malting companies have lost 10 to 20 per cent of their long-term sales as customers in Japan and South Africa have taken their business elsewhere," said Mr Murrell.

The UK exports around 250,000 tonnes of malt outside the EU at a value of some £100m. Germany is the largest exporter of malt in the EU and along with Belgium is also concerned about the arrangements for exports.

Indian tea import debate still on the boil

Planters are resisting plans to release more quality leaf for export, writes Kunal Bose

The debate about whether India, the world's largest producer, should allow the import of tea refuses to die down. A core committee constituted by the Tea Board to recommend measures for raising India's share of global tea trade to 25 per cent by the year 2000 favoured the import of plain tea, so as to release a larger quantity of quality Indian tea for sale abroad.

But following the leaking of the committee's report the Indian associations of tea producers announced that their representatives had "dissociated themselves from the committee since the report does not reflect their point of view. The free import of tea will not be in the interest of the local industry."

The reaction of the industry to the import suggestion was so strong that the Tea Board had to issue a clarification that there would be no tinkering with the existing policy of restricting the import of tea to the export processing zones or by the wholly export-oriented blenders for the purpose of re-export with a minimum value addition of 45 per cent.

Moreover, the board has constituted a three member committee consisting of Mr S.S. Ahuja, the board's chairman,

Mr R.K. Krishna Kumar, managing director of Tata Tea, India's largest plantation group, and Mr Harihar Parikh, former chairman of tea broker J. Thomas, to "redraft the

production of 730m to 735m kg. Taking into account the opening stock of about 25m kg, that will leave no more than 155m kg available for export, compared with last year's 148.6m.

"The free import of tea will not be in the interest of the local industry"

export strategy paper".

According to Mr S.K. Bhasin, chairman of the Constitutive Committee of Plantation Associations, "the report of the committee is flawed since the thesis on free tea import has been built on the setback in Indian tea production and export last year and also in the current year. The shortfall in production in two consecutive years is attributable to adverse weather condition and the emphasis on making quality tea. The disintegration of the Soviet Union, which used to buy over 100m kg of tea from India, has been responsible for the fall in export. However, India is selling a lot more tea to the Commonwealth of Independent States in the current year than in 1994."

Whatever the reaction of the tea producers to the core committee's report, domestic consumption will take up nearly 600m kg of the current year's

into the next season.

The committee has assumed that Indian tea production will not be growing fast enough to allow the country to export 300m kg in 2000 after taking care of a domestic demand, which is increasing at an annual rate of 3 per cent. For all practical purposes, the industry has given up chasing the target production target of 1,000m kg.

The CCPA is in agreement with the committee's observation that the increase in tea production has come about largely from the improvement in productivity. "We could have done much better on the production front had we been given the land that the CCPA has identified in each producing state for growing tea," said Mr Bhasin.

According to one estimate, an additional 50,000 hectares of land, mostly in the vicinity of

the existing tea estates, could be brought under tea cultivation. The total area under tea now is over 425,000 hectares.

According to Mr Krishna Kumar, "more important than chasing volume, our export effort should be focussed on higher unit price realisation by way of pushing as much tea as possible in value added form. It is time the world's largest tea producer had developed a few globally known brands. It is the important thing is how much foreign exchange we earn from tea export and not the volume of export. The planned launch of 'India Blend' by a consortium of producers with support from Tea Board in Russia and other CIS constituents is a move in the direction of promoting India's own brands of tea."

The Tea Board has also accepted the suggestion of the producer-exporters that there should be "geo-specific exporters' groups" to promote the sale of bulk tea as well as value added and branded tea in each important market. The markets that will get special attention are the CIS, western Europe and western Asia.

"Import of tea will lead to a fall in domestic tea prices, particularly of the plain and inferior varieties," Mr Bhasin said.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Anonymous Metal Trading)

ALUMINIUM 99.7 PURITY (\$ per tonne)

Close	1603.5-10.5	1915-6
Previous	1599-600	1905-8
High/Low	1600/1605	1920/1900
AM Official	1605-8	1914.5-5.0
Kerb close		1894-5
Open int.	233,697	
Total daily turnover	74,408	

ALUMINIUM ALLOY (\$ per tonne)

Close	1420-25	1490-5
Previous	1410-20	1485-55
High/Low	1420/1425	1485/1450
AM Official	1415-20	1450-50
Kerb close		1450-80
Open int.	1,174	
Total daily turnover	5,415	

LEAD (\$ per tonne)

Close	682.5-3.5	695-6
Previous	700-1	695-3
High/Low	693	696/693
AM Official	682.5-3.0	694-4.5
Kerb close		695-5
Open int.	32,088	
Total daily turnover	9,308	

NICKEL (\$ per tonne)

Close	7595-605	7710-20
Previous	7575-85	7680-700
High/Low	7575/7600	7700/7650
AM Official	7585-10	7650-80
Kerb close		7710-20
Open int.	38,588	
Total daily turnover	10,143	

TIN (\$ per tonne)

Close	6235-45	6255-65
Previous	6235-75	6250-85
High/Low	6235/6250	6430/6250
AM Official	6235-90	6315-20
Kerb close		6420-30
Open int.	13,290	
Total daily turnover	4,748	

ZINC, special high grade (\$ per tonne)

Close	1019-7	1059-40
Previous	1018-19	1051-2
High/Low	1017.5	1044/1033
AM Official	1011-1.5	1034-4.5
Kerb close		1043-4
Open int.	77,288	
Total daily turnover	13,792	

COPPER, grade A (\$ per tonne)

Close	2638-43	2532-3
Previous	2685-80	2536-7
High/Low	2610	2540/2538
AM Official	2658-10	2533-34
Kerb close		2533-34
Open int.	168,200	
Total daily turnover	78,291	

LME AM Official D/S rates, L5463

LME Closing D/S rates, L5463

Spot, L5457 3 mths, L5423 6 mths, L5387 9 mths, L5349

HIGH GRADE COPPER (COMEX)

Settle	2.78	2.81
High	2.78	2.81
Low	2.78	2.81
Open	2.78	2.81

PRECIOUS METALS

LONDON BULLION MARKET

(Prices supplied by N.M. Rothschild)

GOLD (Troy oz) \$ price

Close	389.20-388.50	391.25
Previous	389.75	391.25
High/Low	389.75	391.25
AM Official	389.75	391.25
Kerb close		391.25
Open int.	401.50-401.50	
Total daily turnover	384.10-394.50	

LEAD (LME) Gold Leasing Rates (US \$)

1 month	2.81	6 months	2.91
3 months	2.82	12 months	2.70

SILVER (\$ per troy oz)

Close	383.15	550.45
Previous	383.15	550.45
High/Low	383.15	550.45
AM Official	383.15	550.45
Kerb close		550.45
Open int.	405-405	260-262
Total daily turnover	410.55-413.10	58-61

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Settle	389.2	391.25
High	389.2	391.25
Low	389.2	391.25
Open	389.2	391.25

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Settle	418.1	423.5	417.8	11	47
High	421.6	423.8	418.0	10,896	18,285
Low	423.3	423.8	422.5	10	2,401
Open	425.0	423.8	422.0	5	1,870

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

Settle	132.90	133.50	131.15	423	5,418
High	134.40	137.5	-	9	830
Low	136.90	137.5	-	3	-
Open	136.90	137.5	-	3	-

SILVER COMEX (5,000 Troy oz; \$/troy oz)

Settle	573.8	584	-	50	8
High	582.0	584	576.0	14,984	61,542
Low	577.0	584	582.5	153	10,441
Open	571.8	584	580.0	277	7,989

CRUDE OIL NYMEX (42,000 US gals; \$/barrel)

Settle	18.82	18.82	18.84	34,280	79,329
High	19.15	18.82	18.84	10,832	42,590
Low	18.75	18.82	18.84	5,205	33,008
Open	18.45	18.82	18.84	3,756	28,763

CRUDE OIL EPE (\$/barrel)

Settle	18.41	18.75	18.31	25,332	47,428
High	17.82	18.27	18.29	77.84	23,348
Low	17.52	18.02	17.78	6,715	17,823
Open	17.27	18.13	17.45	2,879	14,811

HEATING OIL NYMEX (42,000 US gals; \$/barrel)

Settle	29.50	29.53	29.50	21,402	55,131
High	29.80	29.53	29.50	11,234	24,995
Low	29.50	29.53	29.50	4,801	8,714
Open	29.50	29.53	29.50	455	7,785

GAS OIL EPE (\$/barrel)

Settle	2.78	2.81	2.78	11,469	37,754
High	2.85	2.81	2.78	7,228	25,489
Low	2.78	2.81	2.78	4,620	15,984
Open	2.78	2.81	2.78	1,254	13,191

UNLEADED GASOLINE NYMEX (42,000 US gals; \$/barrel)

Settle	58.60	58.60	58.10	12,738	28,578
High	58.90	58.60	58.30	5,480	14,107
Low	58.50	58.60	58.30	1,857	6,620
Open	57.78	58.60	58.30	539	5,390

NATURAL GAS NYMEX (10,000 mcf; \$/mcf)

Settle	2.78	2.81	2.78	11,469	37,754
High	2.85	2.81	2.78	7,228	25,489
Low	2.78	2.81	2.78	4,620	15,984
Open	2.78	2.81	2.78	1,254	13,191

GRAINS AND OIL SEEDS

WHEAT LCE (\$ per tonne)

Settle	121.25	120.75	120.50	54	226
High	123.15	120.75	122.30	2,254	9,194
Low	121.25	120.75	120.50	51	614
Open	121.25	120.75	120.50	51	614

WHEAT CBT (\$5,000 mt; cents/50 lb bushel)

Settle	485.00	475	500.00	494.25	15,874	50,554
High	468.75	475	475.00	465.00	3,108	9,791
Low	480.25	475	455.00	450.00	5,882	21,000
Open	482.00	475	458.75	451.25	5,170	17,570

MAIZE CBT (\$500 mt; cents/50 lb bushel)

Settle	382.25	400	367.50	362.00	32,722	254,402
High	382.25	400	371.00	368.00	13,326	85,225
Low	382.25	400	368.25	362.00	11,873	61,591
Open	382.25	400	371.00	368.00	3,038	28,678

BARLEY LCE (\$ per tonne)

INTERNATIONAL CAPITAL MARKETS

Record-setting day for the EIB

By Connor Middelmann

The European Investment Bank set several records yesterday: it issued the largest bond in its own borrowing history as well as the biggest-ever guilder eurobond, and is on its way to becoming the eurobond issuer with the largest number of new deals in one week.

After Tuesday's successful \$400m and £500m fixed-rate offerings, the EIB tapped the Dutch guilder market for £1.5bn of 10-year bonds, and issued £700bn of five-year floating-rate bonds and €500m five-year bonds.

To round off its multi-currency borrowing spree, the bank is also set to issue in Hong Kong dollars overnight and to tap the Spanish peseta and Swiss franc sectors today.

"We have been able to seize on some very attractive funding opportunities," said an official at the EIB in Luxembourg. "Underwriters are keen to do business with us - we are getting fantastic offers, not all of which we are accepting," he said.

Moreover, "there is a lot of liquidity in the market and good demand for our paper

from European and Far Eastern institutions".

Following the dissociation and disbursement requirements last year, the bank has become a more opportunistic borrower, allowing it to react more quickly than before to arbitrage opportunities as they arise.

Nevertheless, it has also begun executing negotiated offerings with benchmark character, which are usually preceded

INTERNATIONAL BONDS

by a price-discovery process involving diverse market participants.

Altogether, the EIB will have raised about €2.5bn this week. Although it does not publish its planned borrowings for the coming year, they are expected to reach at least last year's total of €1.25bn.

According to lead manager ABN-Amro Hoare Govett, the lion's share of the guilder issue was placed in the Netherlands.

With Dutch state borrowing much lower this year than in 1995, and a particularly light

government funding calendar in the first quarter, the EIB issue was seen as a surrogate state bond.

ABN also reported strong buying in Asia where investors are keen on D-Mark bloc bonds.

The EIB's Canadian dollar deal, similar to two €125m issues for GECC and the Province of Saskatchewan, was targeted largely at retail investors in Switzerland and the Benelux region, who will see large Canadian dollar redemptions in the coming weeks.

The D-Mark sector was active again, with Asian demand ensuring a good reception for the offerings. Far Eastern investors were said to be switching out of dollar assets into D-Marks, partly for the higher absolute interest rates available there and D-Mark bonds' recent outperformance.

Moreover, traders said there is growing concern at the lofty price levels of US dollar bonds in the face of market uncertainty, given the backlog in economic data releases.

The Kingdom of Sweden issued DM1bn of five-year bonds, some 70 per cent of which were placed in the Far East, according to book-run-

ners CSFB and Salomon Bros.

The bonds yielded 35 basis points over bunds at 10-year. The Republic of Austria's 10-year D-Mark deal, launched on Tuesday, was increased by DM500m to DM2bn due to strong investor demand.

Although the yield spread over bunds widened to 20 basis points from 18 at the re-offer price, lead manager Dresdner Bank reported strong demand, especially from Asia, where more than 40 per cent of the offering was placed.

The sterling sector welcomed a 10-year deal for the National Grid, which was increased from £200m to £240m on the back of strong demand, lead manager J.P. Morgan said.

Yielding 45 basis points over gilts, the bonds were deemed attractively priced and were placed mainly among UK institutions, as well as European and Asian investors.

The long-awaited \$300m 10-year deal for the Japanese government-guaranteed Japan Finance for Municipal Enterprises, priced at 34 basis points over Treasuries, also saw good demand, causing the spread to tighten. The paper was placed mainly with Japanese invest-

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, US Dollars, Amount, Coupon, Price, Maturity, Fees, Spread, Book runner. Includes entries for ACCOIT, Japan Finance, D-MARKS, SWISS FRANCS, AUSTRALIAN DOLLARS, CANADIAN DOLLARS, DANISH KRONER, SOUTH AFRICAN RAND, AUSTRALIAN DOLLARS, CANADIAN DOLLARS, DANISH KRONER, SOUTH AFRICAN RAND.

tors, although a good bid was also reported in the UK, said lead J.P. Morgan.

One deal that perplexed many was Hewlett Packard's

\$300m of three-year bonds via Deutsche Morgan Grenfell, priced to yield flat on Treasuries.

"They priced a double-A credit as if it were a top-notch

triple-A borrower; it was far too tight," said one dealer, adding that the spread widened to seven basis points over Treasuries.

European sector led by Germany outperforms US Treasuries

By Martin Brice and Richard Lapper in London and Lisa Bransten in New York

European government bond markets yesterday outperformed their US Treasury counterpart yesterday, after a further cut in the German securities repurchase rate fuelled outperformance by the German sector.

There were suggestions that investors are becoming worried about the scarcity of US economic data as a result of continuing wrangles over the budget. There were also reports of investors, especially in Asia, switching from Treasuries into European bonds.

German government bonds finished below yesterday's highs but were still in positive territory by the close.

The two basis point cut took the repo rate yesterday to 3.73 per cent and was particularly supportive to the short end of the maturity spectrum, leading to a further steepening of the German yield curve. The yield on benchmark two-year paper fell by 5 basis points and that on 10-year paper by 1 basis point, with the spread between the two maturities widening from 227 to 231 basis points.

Mr Karl Haelling, head of futures and options at Deutsche Bank in Frankfurt, said: "We have now entered a new

phase of cuts in the repo rate, and there are more to come."

On Life the March 10-year bund future reached 100.15 but slipped in the afternoon to 99.94, up 0.05 on the day. Germany outperformed the US, with the 10-year yield spread of bunds over Treasuries tightening from 17 to 12 basis points.

Mr Graham McDevitt, senior bond strategist at Paribas Capital Markets, said: "There is little economic information from the US because of the government shutdown and the market is negative there. But Germany looks very good on fundamentals and the market is now pricing in more repo easing."

He pointed out that the market was hoping for a 25 basis point cut in interest rates at the Federal Open Market Committee meeting on January 30 but that there was unlikely to be a cut while there was a shortage of economic figures.

GOVERNMENT BONDS

France also saw some curve steepening, with the German repo rate cut encouraging hopes in some quarters of action on rates today by the Bank of France.

In the cash market yields on two-year paper fell by 10 basis

points compared with a 2 point fall in the 10-year sector. On Maffi the March 10-year future settled at 121.12, up 0.26, while March Pibor rose 0.11 to settle at 95.06.

Gilts shrugged off news of a higher than expected rise in the visible trade deficit but still underperformed Germany. On Life the March long gilt future closed at 110.2, up 1/8.

The 10-year yield spread over Germany widened from 188 basis points to 189 points.

Some analysts suggest political uncertainty is continuing to have a negative influence on gilts, especially among overseas investors.

The high-yielding markets lost ground. Spain and Sweden lagged behind Germany, with 10-year yield spreads moving out by 2 basis points to 356 points and by 7 basis points to 235 points respectively. However Italy widened by 8 basis points to 488 points amid continuing political wrangling over the future of prime minister Mr Lamberto Dini.

US Treasuries were stable in early trading in the wake of the sharp sell-off that occurred on Tuesday after the president and Congressional leaders suspended negotiations over how to balance the federal budget.

Near midday, the benchmark 30-year Treasury bond was down 1/8 at 110 1/8, yielding 6.112 per cent, while the two-year note was unchanged at 100 1/8, yielding 5.199 per cent.

The long-bond slid nearly a full point in late trading on Tuesday amid worries that President Clinton and Republican leaders would not agree to a package to cut the deficit by 2002. Budget talks were set to resume in the next 10 days.

Trading was also slowed by the lack of economic data. There have been no official figures since the end of December when the budget battle led to the shutdown of the federal government.

Finance for Russian gold venture sets precedent

By Richard Lapper

A \$100m deal concluded within the past few weeks could help increase the flow of international debt finance to Russian gold mining projects, according to bankers.

Deutsche Morgan Grenfell structured the limited recourse project financing for Omolon Gold Mining Co, a joint venture owned by the US Cyprus Amax Minerals and several Russian companies.

The European Bank for Reconstruction and Development and the US Overseas Private Investment Corporation (OPIEC) are lending \$47.5m and \$52.5m respectively to Omolon, allowing the company to develop the Kubaka lode gold deposit in the Magadan region of the Russian Far East.

Omolon will service the loan with revenues earned from the sale of gold and silver output from the mine.

The transaction, which took two years to negotiate, "sets a precedent for international debt financing for gold projects in Russia," said Mr Andrew Seton, director for CIS and eastern Europe investment banking at Deutsche Morgan Grenfell.

Although there have been a handful of project finance deals in the gold sector in other former Soviet Republics, Russian restrictions on the export of gold have ruled out such deals in the past.

Mr Seton said bankers had developed "an innovative security package" which will allow Omolon to service debt, as well as providing adequate protection for lenders.

The package is based on a series of long-term contracts and includes arrangements for a licensed offshore account. The deal gives the Russian government the prior claim on purchase of the output.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Table with columns: Country, Coupon, Red Date, Price, Day's change, Yield, Week ago, Month ago. Includes Australia, Austria, Belgium, Canada, Denmark, France, Germany, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, ECU (French Govt).

US INTEREST RATES

Table with columns: Rate, One month, Three months, Six months, One year, Two year, Three year, Five year, Ten year, Thirty year.

BOND FUTURES AND OPTIONS

Table with columns: Country, Open, Settle price, Change, High, Low, Est. vol., Open int.

Table with columns: Strike, Price, Feb, Mar, Jun, Sep, Dec.

Table with columns: Open, Settle price, Change, High, Low, Est. vol., Open int.

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BUND FUTURES OPTIONS (LIFFE) DM250,000 points of 100%

Table with columns: Strike, Price, Feb, Mar, Jun, Sep, Dec.

Table with columns: Open, Settle price, Change, High, Low, Est. vol., Open int.

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Table with columns: Open, Settle price, Change, High, Low, Est. vol., Open int.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: Price Index, Jan 10, Jan 9, Jan 8, Jan 7, Jan 6, Jan 5, Jan 4, Jan 3, Jan 2, Jan 1.

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Other Fixed Interest

Table with columns: Name, Yield, Price, Bid, Offer, High, Low.

DEUTSCHE MARK STRAIGHTS

Table with columns: Name, Yield, Price, Bid, Offer, High, Low.

CONVERTIBLE BONDS

Table with columns: Name, Yield, Price, Bid, Offer, High, Low.

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LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing various investment trusts with columns for Name, Price, and % Change.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, and % Change.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, and % Change.

AM - Cont.

Table listing American companies with columns for Name, Price, and % Change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, and % Change.

LIFE ASSURANCE

Table listing life assurance companies with columns for Name, Price, and % Change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for Name, Price, and % Change.

RETAILERS, FOOD

Table listing food retailers with columns for Name, Price, and % Change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, and % Change.

AMERICANS

Table listing American companies with columns for Name, Price, and % Change.

INVESTMENT COMPANIES

Table listing investment companies with columns for Name, Price, and % Change.

MEDIA

Table listing media companies with columns for Name, Price, and % Change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, and % Change.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, and % Change.

CANADIANS

Table listing Canadian companies with columns for Name, Price, and % Change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for Name, Price, and % Change.

PROPERTY

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES

Table listing support services companies with columns for Name, Price, and % Change.

WATER

Table listing water companies with columns for Name, Price, and % Change.

AIM

Table listing AIM companies with columns for Name, Price, and % Change.

MAPPIN & WEBB advertisement featuring a Rolex watch and the text 'Can you honestly say you haven't earned one?'.

PHARMACEUTICALS - Cont.

Table listing pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL - Cont.

Table listing general retailers with columns for Name, Price, and % Change.

TRANSPORT

Table listing transport companies with columns for Name, Price, and % Change.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, and % Change.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service explaining the FT-SE 100, FT-SE 250, and FT-SE 1000 indices, and providing information on how to use the service.

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing various fund units for Bermuda (SIB RECOGNISED) with columns for fund name, price, and change.

BERMUDA (REGULATED)

Table listing various fund units for Bermuda (REGULATED) with columns for fund name, price, and change.

GUERNSEY (SIB RECOGNISED)

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IRELAND (SIB RECOGNISED)

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FT MANAGED FUNDS SERVICE

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Table of fund prices for the first column, including titles like 'Can European Asset Value Fund' and 'Global Emerging Markets Fund'.

Table of fund prices for the second column, including titles like 'Merrill Lynch Asset Management - Comb.' and 'World Trust Fund'.

Table of fund prices for the third column, including titles like 'Albany International Assurance Ltd' and 'Royal Life International'.

Table of fund prices for the fourth column, including titles like 'Cresco Investment Management Ltd' and 'Global Asset Management - Comb.'.

Table of fund prices for the fifth column, including titles like 'Magellan Emerging Mkts Mgt (Jerny) Ltd' and 'Republic Funds'.

Table of fund prices for the sixth column, including titles like 'Merrill Lynch Asset Management - Comb.' and 'World Trust Fund'.

Table of fund prices for the seventh column, including titles like 'Merrill Lynch Asset Management - Comb.' and 'World Trust Fund'.

Table of fund prices for the eighth column, including titles like 'Merrill Lynch Asset Management - Comb.' and 'World Trust Fund'.

Table of fund prices for the ninth column, including titles like 'Merrill Lynch Asset Management - Comb.' and 'World Trust Fund'.

OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

AXA Equity & Low Mid Life Assn Co... For further information...

MANAGED FUNDS NOTES... Please see the prospectus...

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes sub-sections for 'D', 'H', 'L', 'P', 'M', 'F', 'G', 'K', 'S', 'R', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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Continued on next page

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page', '- V -', '- W -', '- U -', '- T -', and '- X - Y - Z -'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for '- K -', '- L -', '- M -', '- N -', '- O -', '- P -', '- Q -', '- R -', '- S -', '- T -', '- U -', '- V -', '- W -', and '- X - Y - Z -'.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for '- A -', '- B -', '- C -', '- D -', '- E -', '- F -', '- G -', '- H -', '- I -', '- J -', '- K -', '- L -', '- M -', '- N -', '- O -', '- P -', '- Q -', '- R -', '- S -', '- T -', '- U -', '- V -', '- W -', and '- X - Y - Z -'.

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